



# Organizational Self-Assessment

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# **Application for The Presidential Quality Award**

*Applicant Organization*  
**United States Army Garrison  
Fort McPherson, Georgia**

## **Highest Ranking Official**

**William D. Clingempeel**  
Colonel, USA  
Commanding  
United States Army Garrison  
Fort McPherson, Georgia 30330-1069

Telephone: (404) 464-2206 (DSN) 367-2606  
Fax: (404) 464-2380 (DSN) 367-2380  
E-mail ID: clingemp@forscom.army.mil

## **Official Point of Contact**

**Mr. Larry Phillips**  
Chief, Management Services Division  
Resource Management Service Center  
Fort McPherson, Georgia 30330-1069

Telephone: (404) 464-3851 (DSN) 367-3851  
Fax: (404) 464-4455 (DSN) 367-4455  
E-mail ID: phillips1@forscom.army.mil



I am proud to forward the 1999 Organizational Self-Assessment for the U.S. Army Garrison at Fort McPherson and Fort Gillem, Georgia. The review of our performance this year is highlighted by tremendous efforts across all of the Service Centers and an overwhelming increase in the quality of the services and products we provide on the installation.

This year our Leadership system, through the Board of Directors and the Senior Executive Leadership members, has instituted some impressive actions designed to enhance the quality of the work environment and the professionalism of the work force. Of note are the Awards Process Action Team, the Installation Training Committee, and the Historical Preservation Committee.

We continued to refine our Strategic Planning process and have produced a world class Strategic Business Plan that keeps us on azimuth for the Army's Community of Excellence competition. Our Management Services Division, responsible for the strategy planning and performance analysis services, is comparable to some of the best-in-class management firms in industry.

Billeting operations, legal assistance operations, club operations, and transportation service operations have all benefited from our Customer and Market Focus and business based approaches. These areas have received the highest honors through recognition programs at the Department of the Army levels.

Through automated Performance Review & Analysis shared file systems, Command Information Web Sites, Intra-net Electronic Staffing, Activity Based Management Systems, and Knowledge Centric Network Planning, we are taking Information and Analysis to new levels as we transition to the next millennium.

Commercial Activity studies are producing Most Efficient Organizations in all of our Service Centers and are enhancing the Business Processes.

All of these efforts, along with contributions from our suppliers and partners, are shown in the Business Results. Results show we are continuing to enhance the living and working environment for the soldiers and civilians on these posts and are developing a reputation for excellence in all we do.

Our journey to excellence is right on track as we continue "Proudly Serving Tomorrow's Army....Today!"

/s/

WILLIAM D. CLINGEMPEEL  
Colonel, SC  
Commanding

*The United States Army  
Garrison  
Fort McPherson, Georgia*

*Application for:  
The Presidential  
Quality Award*

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*Proudly Serving Tomorrow's Army Today*

## OVERVIEW

### Organization Description: “Who We Are”

The U.S. Army Garrison (USAG), Fort McPherson, has been “the Army’s presence in Atlanta” since its activation in 1885. The Garrison is a thriving host community of **service providers** for: the main headquarters element of the largest Army combat command in the free world, three other major Army headquarters, a large military retiree population, and 82 other military/government commands and activities located in 43 Georgia counties, 24 states and two United States Territories. These headquarters, commands and activities are our principal organizational customers while their soldiers (and their family members), their work force civilians, as well as the many military retirees we serve, are our principal individual customers.

### Major Products/Services: “What We Do”

We deliver products and services to enhance the quality of life (QOL) of our individual customers. In support of our organizational customers, we ensure that our vast infrastructure is sound, safe and secure. And lastly, we partner with other activities in the Atlanta area to protect the environment. As business based **service providers** with a strong customer-focus, we ask what customers want and how they want it (key requirements at **Figure 0.8**). We have systematic feedback processes that ask how we are doing (customer satisfaction) and we review progress by quarterly business reports (goal accomplishment).

### Location and Size:


Fort McPherson, and its sub-post Fort Gillem, are located near Atlanta in North Central Georgia. Fort Gillem, was established in 1941 as the quartermaster depot for Fourth Corps. Today Fort Gillem provides services, logistical support and office space for many tenant activities.

Both posts are partners and good neighbors to their adjoining civilian communities. Fort McPherson (487 acres) borders the City of East Point on the South and the City of Atlanta on the North. Fort Gillem (1,425 acres) is located 15 miles Southeast of Fort McPherson and adjoins the City of Forest Park. We also operate an 85 acre recreation area on Lake Allatoona, 50 miles to the North on Interstate 75.

### Major Markets:

The major markets for our products and services are 121,000 soldiers, soldier family members, work force civilians and retirees (**Figures 0.1 and 0.5**).

These principal customers live, work and play at Forts McPherson and Gillem, or in near by communities. Soldiers and work force civilians, depending on rank, grade and responsibility, may belong to different customer requirement segments. Therefore, commanders and managers are identified as additional principal individual customers (**Figure 0.1**). Our customers and markets and their key requirements are identified at **Figure 0.8**.

 <p><b>MISSION</b> To provide a quality home and environment for our active and reserve forces, our retired military, and our families, and to provide our customers with world class installation service and support</p> <p><b>VISION</b> A total force sustaining installation that is business based and customer focused, always first in support, and proudly serving tomorrow's Army today.</p>	<p><b>GOALS</b></p> <ol style="list-style-type: none"> <li>1. A positive command climate;</li> <li>2. Facilities excellence, sound infrastructure, customer logistical support and environmental stewardship;</li> <li>3. A synchronized and coordinated installation that employs trained leaders and workers;</li> <li>4. A resource management approach that attains a most efficient organization and the best customer service;</li> <li>5. A physically safe and secure environment for all customers;</li> <li>6. First choice quality of life activities, services, and wellness programs for our soldiers, families, civilians and retired military.</li> </ol>	<p><b>PRINCIPAL ORGANIZATIONAL CUSTOMERS</b></p> <p>HQ, U.S. Army Forces Command</p> <p>HQ, First U.S. Army</p> <p>HQ, Third, U.S. Army</p> <p>HQ, U. S. Army Reserve Command</p> <p>Tenants &amp; Satellites</p>	<p><b>PRINCIPAL INDIVIDUAL CUSTOMERS</b></p> <p>Soldiers</p> <p>Family Members</p> <p>Work Force Civilians</p> <p>Retirees</p> <p>Managers</p> <p>Commanders</p>
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**Figure 0.1** Mission/Vision/Goals & Principal Customers

Because of our location, year round mild weather and other customer friendly enticements, we attract many out of state visitors and casual travelers taking advantage of transient quarters for overnight billeting, modern retail facilities, our recreation area at Lake Allatoona and Fort McPherson's historical appeal.

Our markets for morale, welfare and recreation (MWR) patrons are steadily increasing due to improvements, increased marketing efforts and community partnering initiatives.

**Personnel Data:** In order to deliver products and services that meet and exceed our customers' requirements and expectations, the Garrison is staffed with professional leaders, competent managers and a motivated work force. This dynamic team of uniformed and civilian members is supported by volunteers, community and labor partners and supplier/partners (**Figure 0.2 and 0.3**).

<b>Garrison Civilian Employees</b>	<b>Number</b>
Male (GS/WG)	302
Female (GS/WG)	209
(Minorities)	(223)
<b>Total</b>	511
Male (NAF)	83
Female (NAF)	121
(Minorities)	(129)
<b>Total</b>	204

**Figure 0.2** Employee Demographics

<b>Garrison Education Levels</b>	<b>GS</b>	<b>WG</b>	<b>NAF</b>
No High School Diploma	0	6	14
High School Diploma	156	98	90
Trade School	6	12	6
College, No Degree	68	17	44
Associates Degree	16	8	6
Bachelors Degree	61	6	17
Post Bachelors, No Degree	8	0	0
Masters Degree	20	1	0
Professional	2	0	0

**Figure 0.3** Employee Education Levels

Two bargaining units represent our civilian work force: *American Federation of Government Employees (AFGE)*, *Local 1759* and *AFGE Local 81*. A union-management partnership council, chaired by the Garrison Commander, meets quarterly for the mutual benefit of both partners.

Forts McPherson/Gillem are major economic contributors, and business influences, in the Atlanta area. We generally rank in the top 20% of leading employers in Atlanta (**Figure 0.4 and 0.5**).

<b>Annual Economic Impact</b>	<b>Dollars</b>
Active Duty Payroll	\$270,000,000
Civilian Payroll	\$184,411,043
Local Contracts	\$ 34,727,800
Tuition/Education	\$ 1,642,032
School Impact Funds	\$ 58,331
<b>Total Impact</b>	<b>\$490,839,206</b>

**Figure 0.4** Economic Impact by Dollars

<b>Total Supported Population</b>	<b>Total</b>
Active Duty	5,869
Military Family Members	12,047
Retirees	14,640
Retiree Family Members (ARMY)	24,960
Retiree Family Members (Other)	22,185
Retirees (Other Services)	14,790
Civilian Employees	5,038
Civilian Family Members	21,561
<b>Total</b>	<b>121,090</b>

**Figure 0.5** Total Supported Population

### **Major Equipment, Facilities and Technologies:**

Our mission as **service providers** is to offer modern, safe, state of the art facilities and QOL programs and services which are readily available, competitively priced and prompt. Both are designed to the customers' expectations.

The Garrison's commitment in meeting its customers' expectations and opportunities are evident at Forts McPherson and Gillem. During this organizational assessment period we have experienced much new growth and undertaken many new initiatives. We have constructed a new commissary, constructed a new combined golf and community club with conferencing and meeting facilities, constructed a military entrance processing station, established a virtual library and distance learning center, installed an upgraded fire alarm system, purchased improved information technology for Y2K compliance and are transitioning from conventional fuel in our vehicle fleet to natural gas.

In response to the challenges of Congressional mandates to cut operational costs and the size of the federal work force, the Garrison Commander has implemented three major management initiatives. They are the establishment of six **Service Centers**, the implementation of Activity Based Management and three separate Commercial Activities studies of virtually all civilian functions in the Garrison.

The **Service Center** concept streamlines like functions, reduces office space requirements and cuts both utility and personnel costs. The most visible benefits to our customers are one-stop shops to conduct business. For example, the Personnel Operations Service Center (POSC), reduces each soldier's in/out processing effort from 178,000 footsteps to 935 footsteps.

Activity Based Management (ABM) principles assist our managers in identifying the actual cost of doing business of each process or activities. With the help of benchmarking data, a manager analyzes and compares present operating costs and seeks to implement best practices at a lower costs.

Commercial Activities studies allow the Garrison to seek more cost effective approaches to taking care of customers. Once private contractors have submitted bids to do the Garrison's business, the **service providers** and key stakeholders have the opportunity to compete by creating a most efficient organization (MEO) structure. The operating cost of the in-house MEO must be no more than 110 percent of the best value contractor's bid, or the contractor takes over.

Strategic planning for the construction of a world class physical fitness center, a Public-Private Venture Initiative for transient billeting and a 1600 person United States Army Reserve Center is underway for fiscal year 2000.

A snapshot of the Garrison's current physical assets is at **Figure 0.6**

<b>Buildings</b>	<b>Size</b>
Number of Buildings	426
Square Footage	8,308,731
<b>Housing Units</b>	
Family Housing	112
Barracks Spaces	280
BEQ/BOQ Facilities	5
Guest Housing Rooms	72
<b>Grounds</b>	
Total Acres-McPherson	487
Total Acres Gillem	1,425
Total Acres Allatoona	85
Paved Roads (miles)	192

**Figure 0.6** Physical Assets

### **Customer and Market Requirements:**

Our principal organizational and individual customer requirements are listed in **Figure 0.8**. They have been validated through customer feedback mechanisms discussed in Chapter 3. Changes in our customer and market requirements are identified through feedback, sensing sessions and market research.

### **Supplier and Partnering Relationships:**

#### **Key Suppliers and Partners:**

Our key business processes (**Figure 0.8**) are supported by approximately 60 private contractors, city, county, state and federal agencies, on-site business partners such as the commissary and medical facility and other Garrison organizations such as the Staff Judge Advocate, the Chaplain and the Inspector General. All of these are identified as supplier/partners or support processors.

Examples of the types of products and services provided by our suppliers/partners are described in **Figure 0.7**.

Key Process	Partners	What They Supply
Positive Command Climate	AAFES	Competitively Priced Retail Items
	DeCA	Groceries at 30% Savings
	MEDCOM	Health Care & Treatments
Maintain Resources	WORKTEC	Custodial Svcs
Synchronize Installation Training & Operations	Booz-Allen & Hamilton	Automation Support
Manage Resources	DFAS	Soldier & Civilian Pay Entitlements
Safe/Secure Environment	Dept of Labor	Workers' Compensation Entitlements
Enhance QOL	Red Ball Carriers	Movement of Personal Property
	Carlson Wagonlit	Official & Leisure Travel

**Figure 0.7** Supplier and Partner Relationships

### **Competitive Factors:**

Off-post fast food establishments, discount food and retail centers, lawn and landscape companies, construction and maintenance companies, to name a few, are our competitors. As one of the top 20 employers in the area, our work force of **service providers** is well paid, trained, motivated and rewarded. We understand the need to continually seek and implement best practices through benchmarking to reduce our cost of doing business and improve customer service. We understand the congressional pressures to reduce the work force and operating costs.

We have staked our competitive success on key factors. For example, a new combined community and golf club to attract luncheon and dinner customers; a new commissary; the identification of cost reduction initiatives through the use of activity based management; and the establishment of six service centers to remove layers from our business hierarchies and bureaucracies.

We have planned and are prepared to respond. We continue to seek and implement best practices

through benchmarking to reduce our cost of doing business. We are making investments to improve the QOL programs for our customers. One example is the newly constructed combined golf and community club with state of the art and customer-friendly food serving lanes. One anticipated return on the investment is to capture the luncheon and dinner dollars presently being spent at local civilian sector restaurants.

### **Other Important Factors:**

**New Thrusts:** We will continue to redefine and apply ABM, benchmarking, best practices, business process reengineering (BPR), business process partnering and doing business electronically through electronic commerce initiatives. The leadership is committed to developing a high performance work force to meet the challenges of new technology and new missions.

**Regulatory Environment:** Forts McPherson and Gillem operate in a regulated environment defined by Federal, state and local laws and by higher headquarters policies and procedures. While these regulatory bodies normally outline operational compliance standards, the performance objectives of our **service providers** are to exceed those standards. Our parameters within this regulatory environment are to never knowingly or willingly engage in any performance or conduct which is immoral, illegal, unethical or just isn't the right thing to do.

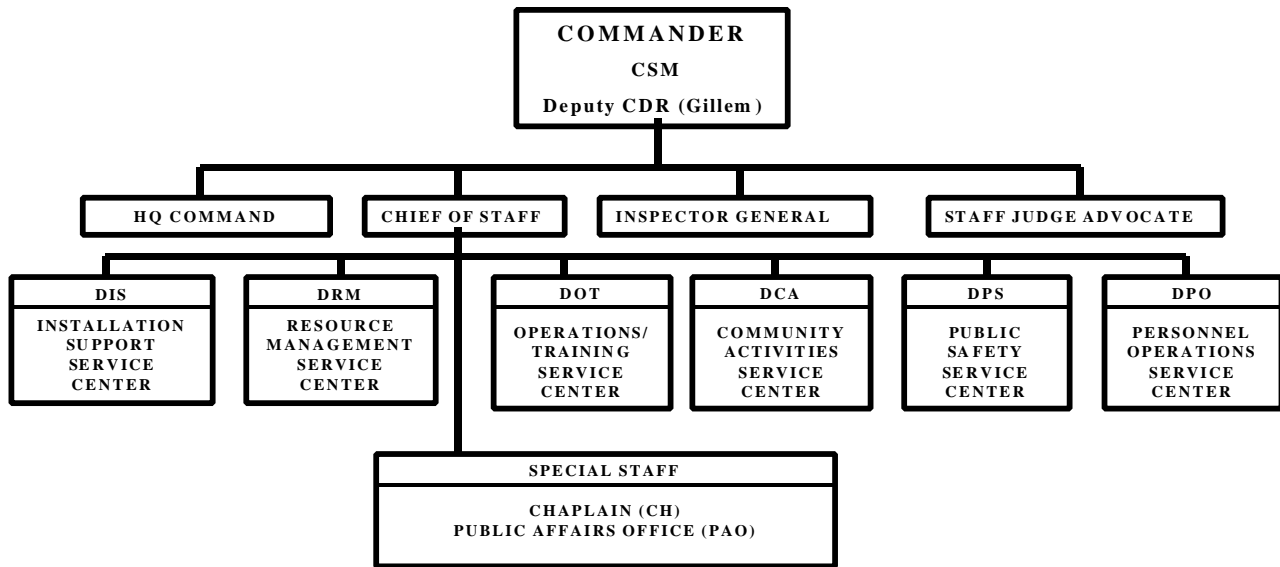
### **Our Future Challenges:**

In light of our ever-changing business environment of privatization, out-sourcing, changes in work force demographics and declining dollars, the Garrison leadership will be challenged to maintain its unique military culture. Our Garrison focus and priorities must always be centered on taking care of the soldier..... providing a home away from war.

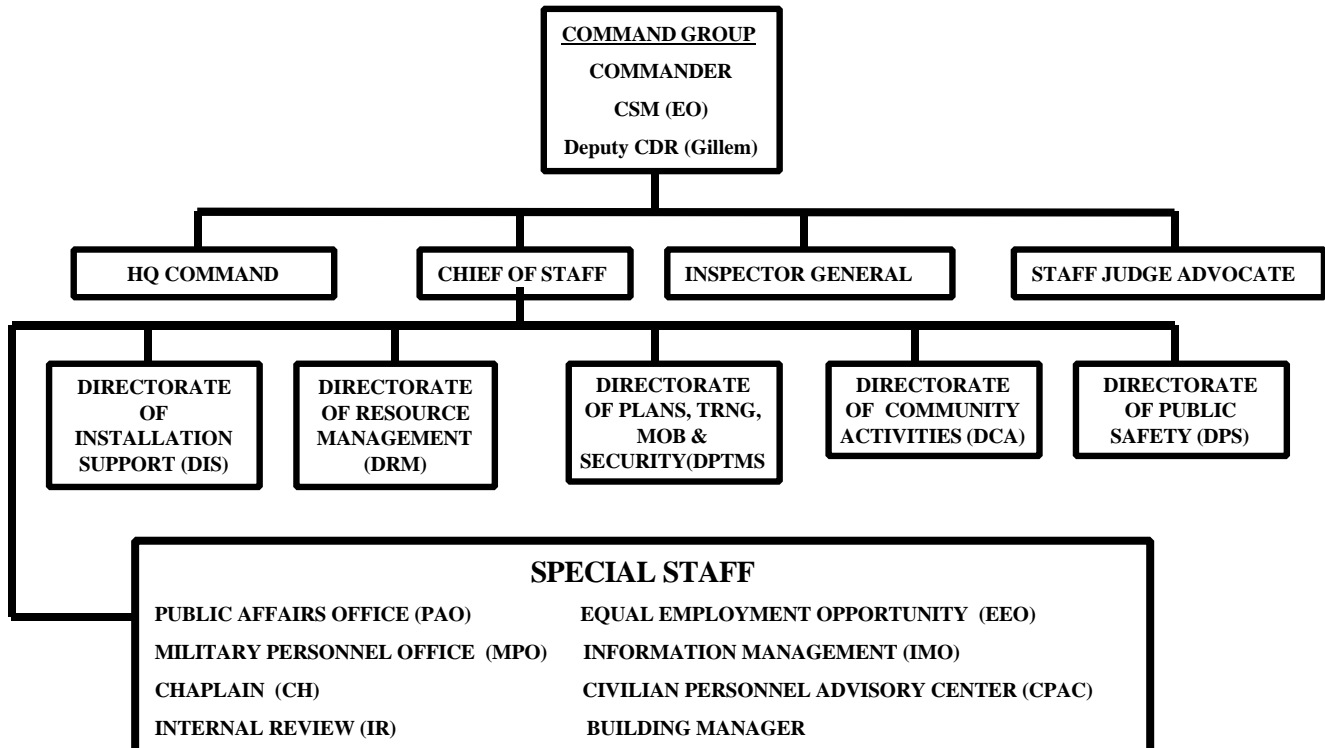
Key Process & Owners	Key Products	Key Services	Principal Customer	Key Organizations/Personnel	Key Requirements	Business Results
Provide a Positive Command Climate  Commander/ POSC	Customer service culture;  Teammanship;  Healthy human relations;  High morale	Command & Staff Services; Professional Enhancement; Personal and personnel support; One stop service processing	Active Duty Soldiers, & Family Members; Civilian Employees; Reservists; CDRs/Mgrs	CDR/POSC Director CofS; CSM; EEO/EO/Retention; IG; SJA; PAO; CPAC; MPD; Chap, DCA-ACS, DFAS; Chamber/Commerce Metro Atl; Military Affairs Cmte of GA; FEB; Rotary; Kawanis Club; Habitat for Humanity; Atl Food Bank; East Point & Forest Park City Council; Clayton Co Schools; AAFES; DeCA; MEDCOM; USO; DENTAC; CPOC; CHPPM; St Leo, Central Michigan, & GA Military Colleges; USO	Professional leadership, just awards and recognition, equal and fair discipline, clear direction, prompt legal advice and assistance, timely command information, awareness, prompt and fair resolution of concerns, grievances, spiritual well-being, hiring and placement of quality employees, “keeping soldiers in boots,” civic and community involvement, customer friendly services, periodic career counseling and professional growth opportunities,	- 7.1.4, 9, & 10; - 7.2.9; - 7.3.1, 2, 3, 5, 6, 7, 9 & 10 - 7.2.6
Maintain Resources  ISSC	Satisfied Customers; Modern Infrastructure; Supply/Equipment/Transportation Logistics; Clean air, parks and lakes; Facilities Maintenance; QOL work/living areas	Construction, repair renovation & restoration; Equipment servicing and control; Containment and Disposal of Hazardous Material	Active Duty Soldiers & Family Members; CDRs/Mgrs	ISSC Director SJA; Housing Officer; Environmental Officer; GA Historic Preservation Society; GA State Environmental Protection Div, Corps of Engineers; Worktec & Ivy Green Grounds; AACC, GSA, DLA; Murton Roofing; Red Ball Carriers; Carlson Wagonlit; REAMS Const; GA Power; BFI Refuse; EMVCO Painting; Environmental & Construction Companies	Completely satisfied customers, prompt response and repair to living and working areas, compliance and enforcement of clean air act, hazardous material removal and containment, timely acquisition and availability of logistics and supplies, sound infrastructure, compliance to industry and government construction practices/standards, aesthetically pleasing grounds, timely and best value repair of tactical equipment and vehicles, on time transportation deliveries and pickups, best value for official and leisure travel	- 7.1.1 & 5 - 7.4.12 & 13 - 7.5.4, 11, 13, - 7.5.14
Synchronize Installation Training & Operations  OTSC	Satisfied Customers; Crisis Response Plans; Trained soldiers/leaders; Civilian Training Plans; Personnel security; Automation continuity; Ceremonies/VIP events; CMD briefings; AV prods	Training coordination; Audio/Visual/tele-conferencing support; event tasking/coordination; training area scheduling; IT consultation	Active Duty Soldiers; Civilian Employees; CDRs/Mgrs	OTSC Director PSSC, AV Mgrs; Graphic Illustrators; Photographers; Operations Specialists; MPD; CPAC; Security Mgrs; Training Cmte, Force Protection Cmte; Provost Marshal; Information Mgmt Officer; Range ofrs; MPD; CPAC; Booz Allen and Hamilton; HQ CMD, PAO, Safety Officer	Completely satisfied customers, timely training offerings, timely visual and audio presentations, news coverage, teleconferencing and command briefings, hands on coordination and conducting ceremonies, prompt personnel security processing, crisis and threat elimination and containment, safe range operations, coordinated soldier and key civilian mobilization processing, prompt automation problem resolution	- 7.1.11 & 12 - 7.3.4 - 7.4.6
Manage Resources  RMSC	Satisfied Customers; Dollars; Manpower (Mil/Civ); MEO's; Baldrige submissions; Certified Acctg Reports	Budget Services; DFAS Liaison; Activity Based Mgmt; Auditing Accounting Services; Management Svcs	Garrison CDR Board of Directors Managers Soldiers/Civilians Tenant Budget Ofcs All Customers	RMSC Director PBAC; IR; SJA; IMO; CA consultants; DFAS; DCSRE; ISSC; ASMC; Centurion; VISA services; GSA; AAA	Completely satisfied customers, prompt civilian pay resolution, timely budget development and execution, necessary financial advisories, synchronization of pay dollars and manpower assets, activity based management training and implementation, most efficient organizational studies, ACOE/APIC/OSA initiatives, support agreements, accurate accounting and reconciliation services	- 7.1.7 & 8 - 7.2.11, 12, 13 & 14 - 7.4.8 & 9 - 7.5.9
Provide a Safe And Secure Installation Environment  PSSC	Satisfied Customers; Competent and capable force protection staff; Physically safe and secure community;	Threat & Crisis Response; Medical emergency response; Fire Prevention Tng; Workers' Compensation; Risk Management OSHA oversight	Active Duty Soldiers & Family Members; Civilian Employees; CDRs/Mgrs; Retired Soldiers & Family Members	PSSC Director OTSC; Fire Marshall; Safety Officer; Reactionary Force; CID; MPD; Physical Security Officer; FBI; East Point/Forest Park Partnership Council; DOL; USACHHM; SJA; U.S. Magistrate Court; OSHA	Completely satisfied customers, prompt crisis response, periodic fire and safety prevention training, periodic risk management training, prompt worker's injury and illness compensation reporting and filing, law and order, adequate protection and safeguard of property, mutual aid and information exchange, prompt crime resolution, necessary criminal and civil prosecution.	- 7.4.10 - 7.5.14
Enhance Quality of Life  CASC	Satisfied Customers; Accredited child care; Safe, secure, pleasing living quarters; Leisure pursuits; Best value purchases	Youth and child care counseling; Golfing lessons; Health and wellness counseling; Customer discount promotions	Active Duty Soldiers & Family Members; Civilian Employees; Reservists; CDRs/Mgrs. Retirees	CASC Director MWR; Education Oftr; DeCA; AAFES; ACS; Club and Golfing directors; Child Care/Youth Activities directors; Housing Officer; BOSS; Red Cross; SYSCO Suppliers; DeCA; MEDCOM; DENTAC; CHPPM; Dept of Agriculture	Completely satisfied customers, first choice recreational, leisure, and sporting activities, diverse offering of educational pursuits, accredited child care, structured and seasonal youth camps and programs, modern and adequate living space with available amenities, soldier and family member support systems, customer friendly and fully stocked retail food, clothing, and general merchandize facilities.	- 7.1.2, 3, 4, 6, 13 & 16 - 7.2.15 & 16 - 7.4.1, 3 & 4

**Figure 0.8**

## Current Organization and Structure



## Previous Organization and Structure



## 1.0 LEADERSHIP

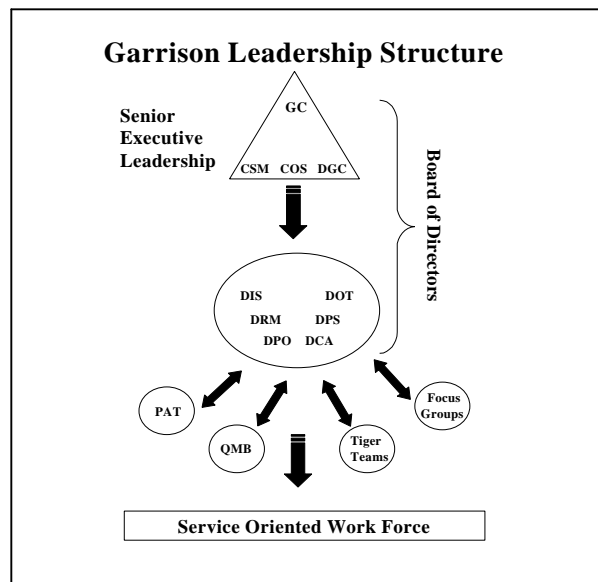
### 1.1 Organizational Leadership

The Garrison leadership system (**Figure 1.1.1**) is based on a traditional military structure within a set of well-defined values, beliefs, standards, and cascading lines of authority. The Garrison Commander (GC) serves as the chief executive officer (CEO) supported by three staff executives: the Deputy Garrison Commander for Fort Gillem (DGC), the Chief of Staff (COS) and the Command Sergeant Major (CSM). Collectively, these four are known as the Senior Executive Leadership (SEL). The four member SEL provides direction, guidance and advice to the Directors of the six **Service** Centers. These ten individuals form our Board of Directors (BOD) and are responsible for our six key processes (**Figure 0.8**). Supporting the BOD are the Commander's personal and special staff advisors.

The SEL hosts weekly staff meetings to share and exchange information with the Directors, the Commander's personal and special staff advisors, representatives of our organizational customers and many of our suppliers/partners such as the Health and Dental Clinics, the Military Pay Office, the Defense Commissary Agency (DeCA) and the Army and Air Force Exchange Service (AAFES). The BOD meets at the direction of the Garrison Commander to discuss financial as well as operational matters. This occurs about once each month.

**1.1a (1)** Immediately after assuming Command, our Garrison Commander identified his mission, his vision and his six specific goals for us (**Figure 0.1**). In support of the six specific goals, he wrote a three year strategic business plan (SBP) that outlines his plan to sustain the Garrison mission, respond to internal and external changes, track the health of the organization and move methodically toward his vision.

Simultaneously he unveiled performance imperatives which he called his “**Super Six**” (**Figure 1.1.2**) and his Ten Guiding Principles (**Figure 1.1.3**). His Ten Guiding Principles contain the seven Army Values (**Figure 1.1.4**). Taken in combination, these three groupings institutionalized a set of operating principles for the Garrison work force.



The Garrison Synergy	
<b>Senior Executive Leadership</b>	<ul style="list-style-type: none"> <li>- Vision</li> <li>- Corporate Goals</li> <li>- Strategic Goals</li> <li>- Priorities</li> </ul>
<b>Service Center Directors</b>	<ul style="list-style-type: none"> <li>- Business Operating Management</li> <li>- Focus and Goal Accountability</li> <li>- Resources</li> <li>- Action Plans</li> </ul>
<b>Service Oriented Work Force</b>	<ul style="list-style-type: none"> <li>- Customer Satisfaction</li> <li>- Measures</li> <li>- Performance Objectives</li> <li>- Team Work</li> <li>- Individual Accountability</li> <li>- Learning</li> <li>- Coaching</li> <li>- Motivation</li> <li>- Time Lines</li> <li>- Empowerment</li> <li>- Job Satisfaction</li> </ul>

**Figure 1.1.1** Garrison Leadership

The Garrison Commander's operating theme is ***Proudly Serving Tomorrow's Army, Today***. We are, and must be, a team of customer focused **service providers**, demanding performance excellence, and always seeking continuous improvement. At the direction of the Garrison Commander, this theme is now identified on all Garrison correspondence as well as on electronic message boards at our main gates. Although the Garrison's primary processes support a military culture, the Garrison Commander, as the CEO, makes consistently sound business decisions. His business savvy led immediately to a

reorganization into six **service** centers based upon his six goals, resulting in increased efficiency of operation and resource savings. For example, the Personnel Operations Service Center (POSC), established by the Garrison Commander in September 1998, now operates a one stop in/out processing center for incoming and departing soldiers and civilians (para 6.1a(3) and chart 7.2.1 & 7.2.2). This is but one of many examples of the “**Super Six**” (Figure 1.1.2) in action.

In order to institutionalize his philosophy of customer focus and quality throughout the work force, individual performance work plans contain individual responsibilities that support the Garrison’s vision, mission, goals, values and guiding principles. This is a systematic process to deploy, communicate and reinforce a common focus and leadership direction.

Wallet sized mission, vision and goals cards have been distributed to all members of the Garrison. Posters are displayed in work areas and high traffic customer areas as a reminder of who we are, what we do, how we want to do it and whom we do it for. The Garrison Commander personally addresses soldiers, civilians and family members during the monthly newcomers’ orientation. Mission, vision and goals cards are distributed as he discusses and reinforces the Garrison’s commitment to customer **service** excellence.

Copies of our strategic business plan and organizational self-assessment are provided to all management and supervisory officials and front line service providers. This initiative provides yet another avenue of communication of who we are, what we do, who we do it for, how we are doing and the future outlook.

(2) Alternative and improved business practices are pursued using process action teams (PATs). These officially chartered PATs are composed of front line, cross-functional **service providers**. PATs are empowered to study, explore and recommend better ways of doing business. Working with autonomy they are allowed to be creative and innovative without middle management disruption or influence.

<b>The Super Six</b>
<b>Most Efficient Operation (MEO)</b>
<b>Best Customer Service Possible</b>
<b>Best Business Practices Possible</b>
<b>Counsel and Train Subordinates</b>
<b>Post &amp; Work Area Appearance/De-clutter</b>
<b>Get Automated - Reduce Paper ASAP</b>

Figure 1.1.2 The Super Six

PAT members are officially and publicly recognized for their motivation, effort and having over 80 percent of their recommendations approved.

(3) The Garrison Commander conducts semi-annual two day off-site conferences with the SEL, the Directors of the six **Service** Centers and his personal and Special Staff advisors. Directors report to the Garrison Commander on the status of each of their improvement initiatives. If needed, revised improvement targets for each initiative are discussed and adopted.

<b>Guiding Principles</b>	
<b>Competence</b> - Trained Professionals	<b>Duty</b> – Accomplish the Mission
<b>Honor</b> - Living DA Values	<b>Integrity</b> – Morally and ethically right
<b>Respect</b> - Dignified and caring treatment for all	<b>Selfless Service</b> – Mission before own desires
<b>Personal Courage</b> - Take responsibility	<b>Loyalty</b> – Allegiance to the unit
Commitment - Dedication and Service	<b>Excellence</b> – Becoming the Benchmark

Figure 1.1.3 Guiding Principles

Once all of the Directors have briefed, the Garrison Commander discusses the overall health of business operations. He covers what is going well, what requires improvement and establishes new or revised strategic performance objectives for the next reporting period.

Another forum used to set direction is the semi-annual performance review and analysis (PR&A).

The Directors, who own the six Garrison goals, along with the Special Staff advisors, present goal related business reports. Performance levels and trends are discussed and analyzed. The Garrison Commander either accepts the business reports or directs changes for improvement.

The Garrison's direction is also influenced by strategic plans and other guidance from higher headquarters. Once higher level guidance is received, the Garrison Commander adopts the initiatives that apply to us. These are merged with our ongoing Garrison business operations initiatives and added to our SBP. The Directors of the six **Service** Centers develop action plans and track all their improvement and customer focused initiatives.

**1.1b(1)** The SEL reviews organizational performance through formal progress reports and customer feedback. The formal reports are presented quarterly during either the off-site conferences or the PR&A briefings. We get customer feedback from our continually improving Customer Feedback System. Our key performance measures are shown in **Figure 4.1.2.**

<b>Army Values</b>
<b>Loyalty</b> - Bear true faith and allegiance to the U.S. constitution, the Army, your unit and other soldiers
<b>Duty</b> - Fulfill your obligation
<b>Respect</b> - Treat people as they should be treated
<b>Selfless Service</b> - Put the welfare of the nation, the Army and your subordinates before your own
<b>Honor</b> - Live up to all the Army Values
<b>Integrity</b> - Do what's right legally and morally
<b>Personal Courage</b> - Face fear, danger or adversity

**Figure 1.1.4** Army Values

**(2)** Performance measures in support of our strategic performance objectives are in place. Our reviews measure both financial and operational performance, as well as addressing the satisfaction level of our customers and providing management information concerning our work processes. The reviews focus on where we were, where we are now and where we want to be.

The Garrison Commander has one-on-one discussions with responsible process owners during the formal progress reports. Action plans are discussed, and agreed to, on initiatives that reflect negative trends or other types of weaknesses. The Garrison Commander advocates high performance standards through the study and application of best practices and benchmarking. He encourages his **Service** Center Directors to benchmark against the best in the business. For example, our Military in/out processing time is five days. Our goal of a two day in/out processing time is based on the best in class standard established at Fort Benning, Georgia.

**(3)** Our most recent performance review findings indicate a strong customer acceptance of the way we do business and deliver services (**7.1.1 - 7.1.15**). Our cost of doing business is decreasing through the implementation of Activity Based Management (**7.2.1 - 7.2.10**). We will continue to improve operations by benchmarking, moving ever closer toward our vision. We will continue to use multiple listening posts to survey our customers, asking them how we can do it better.

We are now including our suppliers and contractors in the pursuit of our operating theme.....**Proudly Serving Tomorrow's Army, Today.** Our mission, vision and goals cards are distributed to contract personnel during a discussion of our unique military culture, what we do and why we do it. We have begun to develop and capture contractor's performance (**7.4.1 - 7.4.13**) Feedback to some contractors is given on a daily basis following inspections. For example, a contracting representative conducts random "white glove" custodial inspections. The findings are immediately reported to the custodial crew for resolution.

## 1.2.Public Responsibility and Citizenship

**1.2.a(1)** As a military entity supported by tax dollars, we operate in a strict regulatory environment, based on federal, state, local, civil, and military law. Manpower ceilings, expenditures and our general operating environment are governed by a system of checks and balances and good neighbor operating principles. For example, HAZMAT initiatives are improving (**7.5.14**). Environmental inspections by the Georgia Environment Protection Division have indicated no trends of recurring major violations (**7.5.4**).

We are extremely sensitive to the preservation of our historic buildings. These structures are protected under both federal and state laws. A plan of proposed action for structural repair and façade maintenance is coordinated with the Georgia Environmental Preservation Society. In fact, that group recently congratulated us for the manner in which we protect our historic assets, holding us up as the benchmark for others.

Our soldiers and civilian employees are required to attend annual ethics training conducted by the Garrison legal office. Personnel working in sensitive and/or contractual positions are required to submit an annual personal financial statement for legal review. This requirement alerts the leadership of any perceived or actual fiduciary conflict in the expenditure of public funds. **(7.5.5).**

A Garrison Commander local hotline and a Department of Defense hotline to report fraud/waste/abuse, suspect activities or general customer dissatisfaction are published in the Garrison newspaper, *The Sentinel*.

Our leadership fosters a healthy human relations environment. Soldiers and civilian employees are required to attend Consideration of Others classes; all ethnic observances and events are publicized and uncharged time off is offered to encourage participation; and, all employees and supervisors are required to attend Prevention of the Sexual Harassment (POSH) classes. These human relations initiatives are designed to instill a sense of awareness, understanding and appreciation of diversity in the working lives and social inter-action of our Military and civilian work force and civilian neighbors. **(7.3.5 - 7.3.7).**

**(2)** Our military community and neighboring communities share many common pursuits and interests. Members of our Garrison work force live and participate in a neighboring environment with common concerns affecting their personal (and family) safety and health, quality of life, job security and future opportunity for high quality of life standards.

<b>Checks and Balances</b>	
<b>Financial/Contractual Transactions</b>	<ul style="list-style-type: none"> <li>- Internal Review</li> <li>- 100% Reconciliation by Joint Reviews</li> <li>- Fund Distribution</li> <li>- Fund Control</li> <li>- Management Control</li> <li>- DOD Hotline</li> <li>- Written Warrants</li> <li>- AACC</li> <li>- Legal Reviews</li> <li>- AAA Reporting</li> </ul>
<b>Human Resource Management</b>	<ul style="list-style-type: none"> <li>- IG</li> <li>- Labor Relations Office</li> <li>- Labor/Mgt Partnership</li> <li>- EO/EEO</li> <li>- Open Door</li> <li>- Grievance System</li> </ul>
<b>Customer Transaction</b>	<ul style="list-style-type: none"> <li>- Customer Comment Cards and Surveys</li> <li>- Commander's Hotline</li> <li>- Customer Satisfaction Pledge Posters</li> </ul>

**Figure 1.1.5** Checks and Balances

Through strategic planning, the SEL takes into account all influences that could jeopardize the well being of our military and civilian work force as well as our community neighbors.

For example, in response to downsizing, the SEL has embarked on several initiatives: new organizational customers with diverse missions are being courted for residency on our installations; a formal personnel transition team is developing plans to retrain and place members of the Military and civilian work force in the event of major down-sizing; partnerships with neighboring civic and educational organizations and local governments have been established. These initiatives provide for a common exchange of information concerning our future mutual interests.

**(3)** Several systematic checks and balances are in place to ensure ethical practices during stakeholder and business transactions (**Figure 1.1.5**)

**1.2b.** The SEL promotes and encourages involvement in a number of initiatives to support our key neighbor communities. These initiatives support our good neighbor theme, identifying the Fort McPherson and Fort Gillem communities as good

citizens. The initiatives also provide the means to improve quality of life for our individual customers and the citizens of our neighboring communities through mutual exchange of services and resources (**Figure 1.1.6**).

<b>Key Community Support/Partnering Initiatives</b>	<b>Accomplishment/Benefits</b>
Clayton State College and University	Funding a cross-country track for joint use on Fort Gillem
Atlanta City Chamber of Commerce and Historical Society of South Fulton	Assistance in funding a Military History Museum on Fort McPherson
Bell South	Sponsored \$18K quality of life initiative for the short term use of an abandoned building on Fort Gillem
Forest Park City	Provided sports officiating for Military sports league
Rotary Club	Fort McPherson officially recognized and honored for its role in the Character Building Program for neighboring boys and girls
State High School Swimming Championships	Fort McPherson provided use of our fitness center lap pool for practice during non-peak customer hours
Habit for Humanity	Military and civilian members are given administrative time off to participate in building projects
East Point City Council	Joint team building activities, for example, golf outings; Public Safety Appreciation Week; Summer Youth Activities Programs
Forest Park City Council	Project Decision for troubled school age students; mutual exchanges of public safety information, demonstrations, and training; established an additional customer base for MWR income
Partners-in-Education	Military and civilian members are given administrative time off to participate
Kiwanis Club	Provided and planted 40 trees on Fort Gillem to enhance beautification initiatives
Boy and Girl Scouts of America	Scouting support to include: overnight accommodations; tours of Garrison historic sites; use of facilities such as the bowling alley; tour coordination of Atlanta and surrounding areas

**Figure 1.1.6** Key Community Support/Partner Initiatives

## 2.0 STRATEGIC PLANNING

The Fort McPherson U.S. Army Garrison leadership employs a simple, yet compelling, set of performance and financial strategies to chart our direction over the next three years. The reason for the strategies is simple; surviving and thriving in an increasingly competitive environment. The strategies are compelling because the leadership and work force must have a sense of direction and a common focus if we are to reach our goals. The Garrison's strategic plan is the cornerstone for doing things economically and efficiently and being as customer focused as possible.

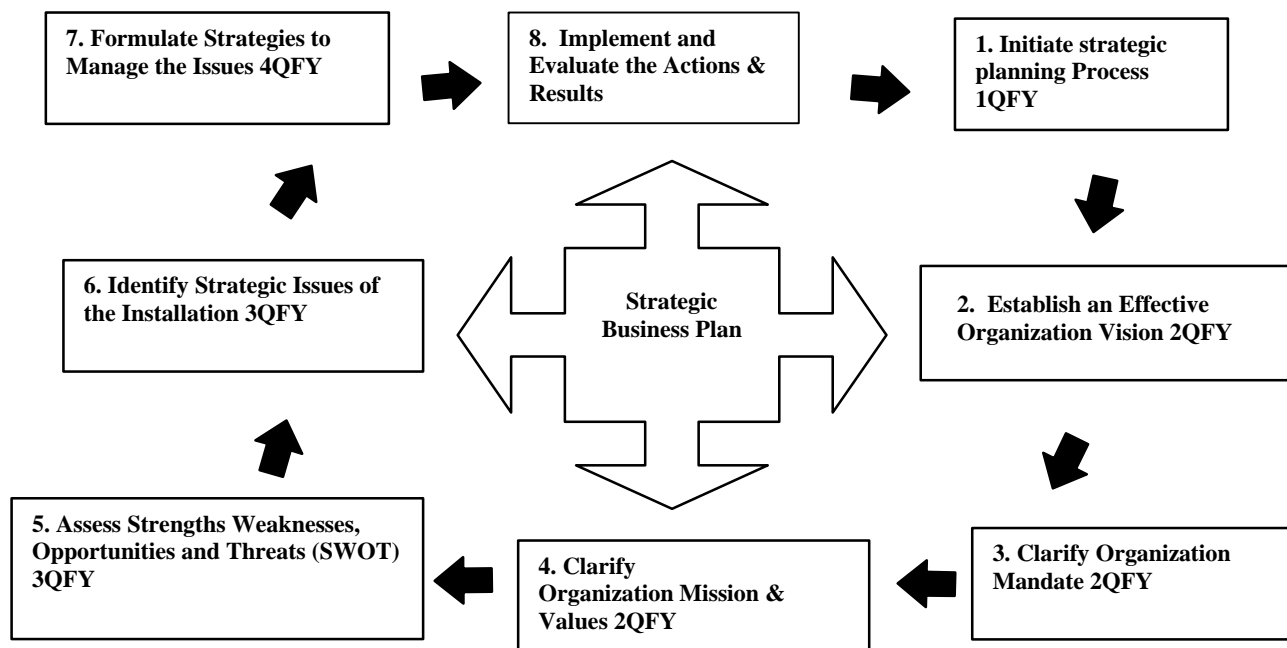
### 2.1 Strategy Development

The leadership's approach to developing our three year Strategic Business Plan (SBP) is influenced by: 1) dwindling operating dollars; 2) competitive interests of our product and **service** markets; 3) compliance with the goals of the Department of the Army's Installation Vision 2010; and 4) our Garrison Commander's focus on our present and future customer base. Our Garrison Leadership System (**Figure 1.1.1**) provides the basis for our strategic planning process. Leadership sets and deploys our strategic direction ( para **1.1a(3)**).

### 2.1a Strategy Development Process

The strategic planning process is a disciplined effort used to evaluate and define *who* the Garrison is, *what* we do and *why* we do it. Our plan determines where and how our installation will travel in the future and serves as a roadmap for the journey. The plan is based on retaining our competitive edge in delivery of products and **services** to our key customers. Our competitive edge is based on our ability to contain costs, maintain our high operational standards and sustain our high levels of customer satisfaction. Our approach begins with reengineering how we do business and ends with our tenacious dedication to excellence in customer **service**.

Our strategic planning process has eight steps. It is flexible and interactive with reentry points throughout. Our Senior Executive Leadership (SEL) along with the Directors of our six **Service Centers** ensure the components in each phase are in alignment with our mission, our vision, our goals, our performance objectives and our guiding principles. **Figure 2.1.1** portrays our continuous cycle of Garrison strategic planning and development. The eight steps ensure our processes are responsive to customer and work force needs and expectations.



**Figure 2.1.1** Strategic Planning Process and Model

Our six goals and our key processes are at the core of our plan and are used to analyze our progress. At the Garrison Commander's off-site conference in February 1999 we validated our previous year's business journey and laid out our future direction.

(1) Our customers, as identified in **Figure 0.1**, are the reason for our existence. The leadership receives feedback from customers detailing their requirements and expectations. We have a fully mature Customer Feedback system. It includes: 1) Customer Comment Card (CCC) drop boxes located throughout both installations, 2) a Garrison Commander's hot line where we respond to customer concerns within 48 hours, 3) Garrison Commander Pledge Posters that encourage on-the-spot problem resolution, 4) family symposiums and Garrison town hall meetings where we introduce new initiatives and gain face-to-face feedback, 5) an annual Customer Satisfaction Survey to indicate general satisfaction levels with our customer **services** and 6) follow-on Customer Preference Surveys aimed at determining specific customer requirements and expectations.

Based on 1), 2) and 3) above, we are able to take a virtual real-time approach to serving our customers' needs or changing expectations. For example, customers wanted a more efficient and timely method to process office relocations. The old method required the preparation of forms that were forwarded to the transportation office for further coordination. Now, customers can use their credit card and transact directly with any one of a list of pre-approved local moving vendors. Customer satisfaction with this recently reinvented process will be reported in the next OSA submission.

Numbers 4), 5) and 6) are available for observations, suggestions, complaints and compliments. They allow our leadership to further define and address specific objectives of our customer requirements.

**2.1a** The competitive environment for Fort McPherson and Fort Gillem is a combination of businesses in our surrounding civilian communities, experienced Defense contractors competing to take over many of our installation operations through CA and other Army installations eager to offer our customers similar **services** more economically. This competition compels our Garrison leadership to maintain a constant awareness of industry trends and customer expectations. Our leadership uses Step 5 of our Strategic Planning Process Model (**Figure 2.1.1**) to assess our internal strengths and weaknesses and

the external threats and opportunities that define our competitive environment.

For example, our Morale Welfare and Recreation (MWR) activities are continually concerned about remaining competitive and offering first choice products and **services** to our customers. MWR leadership monitors and analyzes market trend **services** such as bowling, golf and food **service** activities in our civilian communities (**7.1.13**).

The National Performance Review and Government Reinvention initiatives permit and encourage state and federal organizations to seek out, study and institute best practices of highly successful private companies. Within the Department of Defense (DOD), best practices are also sought from other military installations. Institutionalizing proven best practices gives the Garrison an edge in remaining competitive in marketing its products and **services**.

Our SEL and BOD are proactive in their pursuit and use of best practices. For example, five internal organizations involved with human resource management are now aligned under one **Service** Center, co-located as a one-stop center for our Military and civilian customers. This human resource alignment models industry consolidation trends. Human resource **services** such as civilian recruiting and placement, salary setting, human relations, the Military Personnel Division, the Retention Office, EO/EEO, Military pay, civilian pay and in/out processing are concentrated within easy walking distance of each other. Plans are also underway to relocate both the Housing and Transportation Offices near this location to better serve arriving and departing personnel. This alignment is but one of many tools our Garrison Commander is using to develop our most efficient organization (MEO) in response to outside competition resulting from CA studies.

Fort McPherson's leadership strategy of doing things more economically, efficiently, and being more customer focused is not risk free. However, greater risk exists if our leadership does nothing. The success of the Garrison's strategic planning process is based on knowledge that operating funds will continually decrease; that there are congressional and special interest groups influencing privatization of functions; and that we exist in a competitor's market. From a business and political perspective, the Garrison's strategic goals are focused on its customers. Our SEL and BOD continuously seek best practices and systematically review our

performance through our Performance Review and Analysis (PR&A) process.

The SEL's ability to predict and respond to change during our three-year strategic planning cycle is based on an awareness of our strengths and weaknesses. This was accomplished in two parts. First, the leadership developed a set of metrics to track and report results of our goal supporting strategic performance objectives. Secondly, the goals and performance objectives of the Garrison SBP support the goals and objectives of our higher headquarters.

Based on knowledge of our internal strengths and weaknesses, external opportunity and threat information and the direction and milestones set by higher headquarters, our SBP was crafted with predictable results.

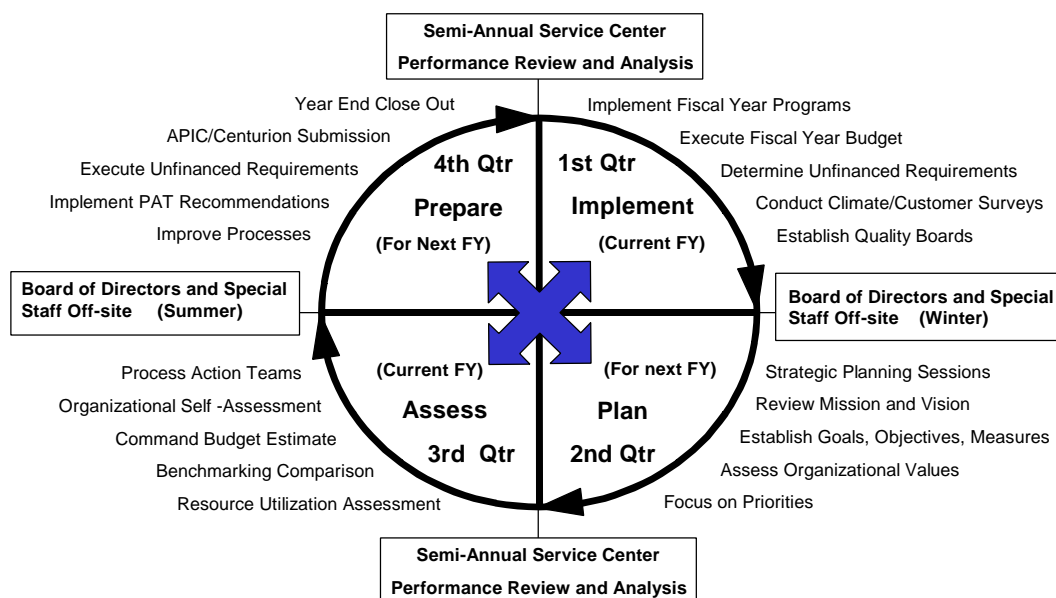
Our Garrison Commander's commitment to deploy and execute our SBP is evidenced by our employees' sustained performance results and our ability to minimize the impacts of funding decreases and work force turbulence. In spite of declining resources and a shrinking work force, customer satisfaction results remain high (7.1.1 - 7.1.15).

Our ability to meet and exceed customer expectations while adapting to our constrained financial environment speaks highly of our strategic planning process. Customer focused actions are the common theme considered by the BOD. Our leadership objective is a systematic, business approach, indicative of the commitment, responsiveness and focus of our resolve to fulfill our mission and achieve our vision while meeting our short and long term goals.

Our three year SBP was developed with predictions of future challenges and assessments of current operations. Our Leadership System (**Figure 1.1**), with key process owners sitting on the BOD, was the first step in redesigning the Garrison's direction. Collectively, the leadership established strategic business goals, supporting performance measures and a business plan in the form of the SBP.

For example, our capabilities are based on projected funding decrements, reduced manpower ceilings and additional customer requirements brought on by growth at both Fort McPherson and Fort Gillem. We have analyzed our capability to respond to these influences and designed a concept for the future. This concept includes consideration for the

## Annual Strategic Business Planning Cycle (ASBPC)



**Note: Board of Directors meet once a month or as required by the Commander**

Figure 2.1.2 Annual Strategic Business Planning Cycle (ASBPC)

restructuring and/or transfer of business operations through privatization, commercialization, capitalization or outsourcing (SBP, Concept of Future Operations). The leadership's obligation and responsibility to sustain the Garrison mission will not change.

Our key response to change is the Garrison's Annual Strategic Business Planning Cycle (**Figure 2.1.2**). This cycle is based on a quarter system linking implementation (1st Quarter), planning (2d Quarter), assessment (3d Quarter) and preparation (4th Quarter) in strategic planning. The 1st quarter focuses on current Fiscal Year program implementation. Second quarter checks and validates the mission, goals, objectives and performance measures in the SBP and sets priorities for the next year. Quarter three emphasizes submission of the Centurion Organizational Self Assessment (OSA), preparation of the Command Budget Estimate for the next Fiscal Year and assessment of current Fiscal Year resource utilization. The fourth quarter looks at current Fiscal Year-End, Centurion OSA feedback, Process Action Team (PAT) recommendations and improvement of processes.

Our supplier/partners are those individuals or groups, either internal or external, which deliver products or **services** (materials, data, requirements, or anything we use) to the Garrison in support of our key processes. For example, **Figure 0.8** identifies nine supplier/partners for reporting during this assessment cycle.

Supplier/partners are major players in support of the Garrison's strategic goals. Our logistical and administrative missions cover a broad range of **service** providing responsibilities from maintaining a safe, secure and pleasant working and living environment to providing and preserving a number of customer oriented processes and systems. The relationships of supplier/partner processes are measured and monitored through the leadership's performance indicator metrics (**7.4.1 – 7.4.13**), PR&As, Support Agreements and customer feedback mechanisms discussed at para **3.2a(3)**.

The SEL/BOD exercises a direct approach through meetings, written correspondence and other business means to give feedback to our supplier/partners. This approach identifies strengths and weaknesses in supplier/partner processes and serves as a basis for further strategic planning. For example, the Director of Installation Support, the key process owner for Goal 2, meets quarterly with representatives from Red Ball Carrier that performs approximately 350

personal property moves annually. Issues of mutual concern are discussed based on customer feedback from each business transaction.

Our internal supplier/partners attend the weekly SEL staff calls, are routinely provided customer comment cards under signature of the Garrison Commander and are invited to attend our twice annual off-site strategic planning sessions.

## 2.1b Strategic Objectives

Strategic performance objectives with supporting initiatives and measures have been established for each of the six Garrison goals (**Figure 4.1.2**). Our three-year SBP identifies specific key strategic objectives for the operating year and a timetable for their accomplishment..

Our key strategic objectives are formulated based on our continuing quest to be a customer driven organization as well as directives from our higher headquarters. Influenced by our need to be a most efficient organization, we have developed specific objectives addressing our customers, the work force, the delivery of our products and **services** and our contribution to the goals of our higher headquarters. Key strategic objectives for the previous year (Phase I) and the year-end results are found in our Year-End Business Report in the SBP.

These key strategic objectives are evaluated based on: continuous customer feedback; analysis of the costs of doing business differently; efficiencies gained through state-of-the-art technology (as in electronic commerce and knowledge centric initiatives); and the morale and welfare of our work force as determined by annual Climate Surveys.

## 2.2 Strategy Deployment

### 2.2a Action Plans

The strategic objectives in support of strategic planning have been formulated and developed by the SEL. The BOD and other operating managers institute action plans that guide and track the progress of the objectives. These action plans are then cascaded down each lower level of the organization. At the work force level, goals and objectives are developed using the Total Army Performance Evaluation Systems (TAPES) for our civilian employees and the Officer Evaluation Report and Non-Commissioned

Officer Evaluation Report (OER/NCOER) systems for our Military.

Customer **service** standards are included as major performance objectives in all our senior level evaluation reports as well as appropriate lower levels of operation. Our action plans change based on benchmarking data, customer feedback, trend analysis indicators or direction from higher headquarters.

Our action plans address key issues such as **service** standards, resources, supplier performance, process cycle time, investment returns, customer satisfaction and human resource training and management. Our action plans incorporate a number of performance indicators (measures) which are the basis for our PR&As. A comprehensive list of our actions plans is at **Figure 2.1.3**. A complete list of our performance indicators is at **Figure 4.1.2**.

GARRISON GOAL	ACTION PLAN
Positive Command Climate	<ul style="list-style-type: none"> <li>- Affirmative Employment Plan</li> <li>- Civilian Transition Team Plan</li> <li>- Training Operations Plan 25-99</li> <li>- Civilian Employee of the Year Recognition Program Plan</li> <li>- Civilian Incentive Awards Program Plan</li> <li>- Military Reenlistment Incentive Program Plan</li> <li>- Consideration of Others Training Plan</li> <li>- Values Training Program Plan</li> <li>- Labor/Management Partnership Program Plan</li> <li>- Mediation Program Plan</li> <li>- Casualty Assistance Plan</li> <li>- Mass Casualty Support Plan</li> <li>- Garrison Acknowledgement Program Plan</li> <li>- Enlisted First Term Attrition Plan</li> <li>- SIDPERS Fielding Plan</li> </ul>
Facilities excellence, sound infrastructure, customer logistical support, and environmental stewardship	<ul style="list-style-type: none"> <li>- Installation Master Plan</li> <li>- Space Management Plan</li> <li>- Historic Preservation Plan</li> <li>- Facility Reduction Plan</li> <li>- Energy Conservation Plan</li> <li>- Utilities Privatization Plan</li> <li>- Facilities Improvement Plan</li> <li>- Supply Services Improvement Plan</li> <li>- Transportation Services Improvement Plan</li> <li>- Storm Water Management Plan</li> <li>- Installation Restoration Plan</li> <li>- Pest Management Plan</li> <li>- Lake Management Plan</li> <li>- Integrated Natural Resource Management Plan</li> <li>- Installation Spill Contingency Plan</li> <li>- Ozone Depletion Chemical Management Plan</li> <li>- Hazardous Waste Management Plan</li> <li>- Clean Air Action Plan</li> </ul>
A synchronized and coordinated installation that employees trained leaders and workers;	<ul style="list-style-type: none"> <li>- Mobilization Plan</li> <li>- Training Operations Plan 25-99</li> <li>- Knowledge Centric Installation Plan</li> <li>- Minimum Automation Configuration Plan</li> <li>- Army in Atlanta Museum &amp; Memorial Park Plan</li> </ul>
A resource management approach that attains a most efficient organization and the best customer service	<ul style="list-style-type: none"> <li>- Resource Management Reorganization Plan</li> <li>- Program Budget Process Change Plan</li> <li>- Support Agreement Process Change Plan</li> <li>- Managerial Accounting Automation Enhancement Plan</li> <li>- Career Program Management Strategic Plan</li> <li>- Reinvention of Customer Service Plan</li> </ul>

**(Action Plans Continued)**

	<ul style="list-style-type: none"> <li>- Commercial Activities Transition Plan</li> <li>- Civilian Execution Plan</li> <li>- Commercial Activities Plan</li> </ul>
A physically safe and secure environment for all customers	<ul style="list-style-type: none"> <li>- Physical Security and Crime Prevention Plan</li> <li>- Force Protection OPOD</li> <li>- Crisis Management Plan</li> <li>- Terrorist Incident Response Plan</li> <li>- Weapons of Mass Destruction Plan</li> <li>- Severe Weather Plan</li> <li>- Workplace Violence Prevention Plan</li> <li>- Risk Management Plan</li> </ul>
First choice quality of life activities, services, and wellness programs for our soldiers, families, civilians and retired military	<ul style="list-style-type: none"> <li>- World Class Fitness Plan</li> <li>- Newcomers' Orientation Plan</li> <li>- Family Support Soldier Readiness Check Plan</li> <li>- Soldier Financial Readiness Plan</li> <li>- Employee Assistance Program Crisis Management Plan</li> <li>- Army Emergency Relief Campaign Plan</li> <li>- Substance Abuse Awareness &amp; Prevention Plan</li> <li>- Work Site Wellness/Health Promotion Program Plan</li> <li>- Family Housing Revitalization Plan</li> <li>- Family Housing Assignment Improvement Plan</li> </ul>

**Figure 2.1.3** Action Plans

Fiscal data is considered in our strategic planning process and is a key element in developing our plans. Strategy drives the budget. The key strategic objectives found in this operating year (Phase II in our SBP) were influenced by known funding constraints. We must remain customer driven while doing things more efficiently and economically. Our budget is allocated based on our strategies for continuing success in this area.

Our human resource (HR) plan is comprised of two parts.

First, our Training Operations Plan 25-99 was recently published. It supports SBP Goal 3 which is- *A synchronized and coordinated installation that employs a force of trained leaders and workers.*

The second part is our CA Personnel Transition Plan setting forth a systematic method to minimize work force turbulence as we move toward our MEOs.

Our HR plan contains a training model that supports our SBP. A systematic training management cycle is now in place to facilitate training administration. The HR plan captures training standards, goals and objectives for both Military and civilian members of our work force. Mandatory core training has been identified and included in the annual master training calendar.

Our CA Personnel Transition Plan is a preventive initiative to minimize work force turbulence and provide a safety net for civilian employees in the event of job losses or other adverse actions due to CA studies. Specific role responsibilities have been delineated and support cells established to retrain and place affected employees.

Our key performance measures/indicators for tracking our plans and strategic objectives are located at **Figure 4.1.2**. We track cycle time, process cost, processing time, customer satisfaction, employee job satisfaction, regulatory compliance and process improvements.

## **2.2b Performance Projections**

Performance projections for the Garrison's three year SBP are good. Our SBP is crafted and deployed to respond to a number of ongoing internal business realignments and predictions of potential external influences such as commercialization and privatization of business operations. Strategically, the Garrison SEL knows where we stand in relation to our competitors by way of CA competition and analysis of process costs using Activity Based Management.

Our Garrison Commander maintains a three-year, phased plan for present and future performance

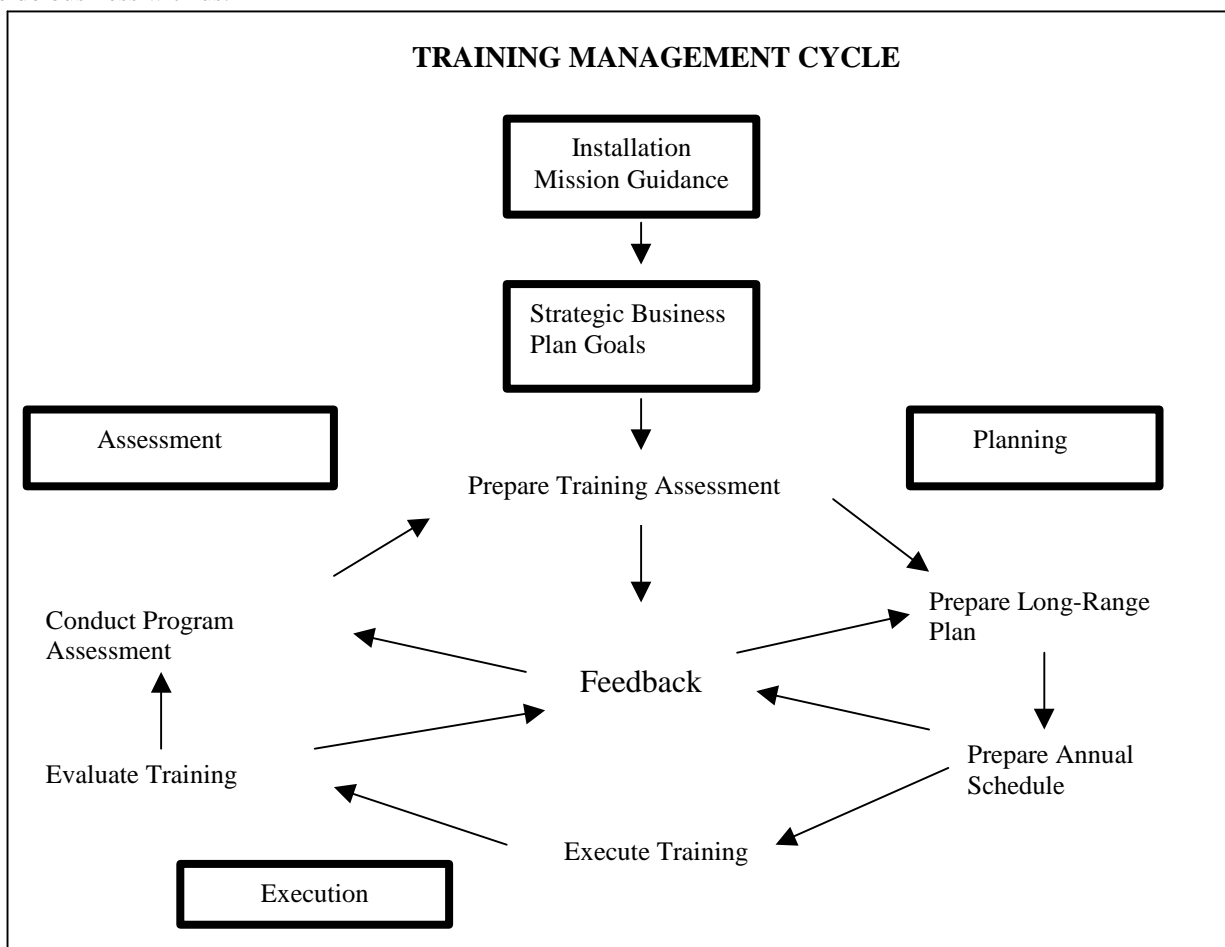
projection. Phase I has been completed and Phase IV added. Phase II looks at decisions and transition, i.e., elimination of processes and transition of functions smoothly. Phase III focuses on implementation and reorganization, i.e., transition of the work force due to MEO, completed acquisition plans and completion of our program to demolish obsolete facilities. Phase IV is identified as the new beginning. We will settle into a more modern environment with modern, energy efficient facilities and enter into innovative financial arrangements such as our Public-Private Venture initiative for transient billeting at Fort Gillem.

With the implementation of electronic commerce initiatives, processes will be cheaper, quicker and more customer focused. For example, customers can now apply on line for recreational licenses through our Garrison Leisure Activities facility. This improvement dramatically decreases traffic, reduces emissions and smog, reduces the use of front line workers and shortens waiting time. This is yet another efficiency to make it easier for the customer to do business with us.

Our ongoing CA studies encourage operating managers to reduce costs by developing and implementing MEOs. We have begun to employ strategies for sound performance improvements, for example, creating six **Service Centers**, establishing one stop in/out processing for arriving and departing personnel, exploring community and business partnerships to share and exchange **services** and constructing modern quality of life facilities.

The positive trend data identified in our business measurements reflect predictable outcomes. One example of our tremendous progress is that our **service** order completion time has been below the DA Average (7.5.11)

Based on where we were compared to where we are now, it is reasonable to expect that we will achieve the overarching goal the Garrison Commander set for us - **To become and remain the benchmark in all our endeavors.**



**Figure 2.2.1** Training Management Cycle

## 3.0 CUSTOMER AND MARKET FOCUS

### 3.1 Customer and Market Knowledge

#### 3.1a Customer and Market Knowledge

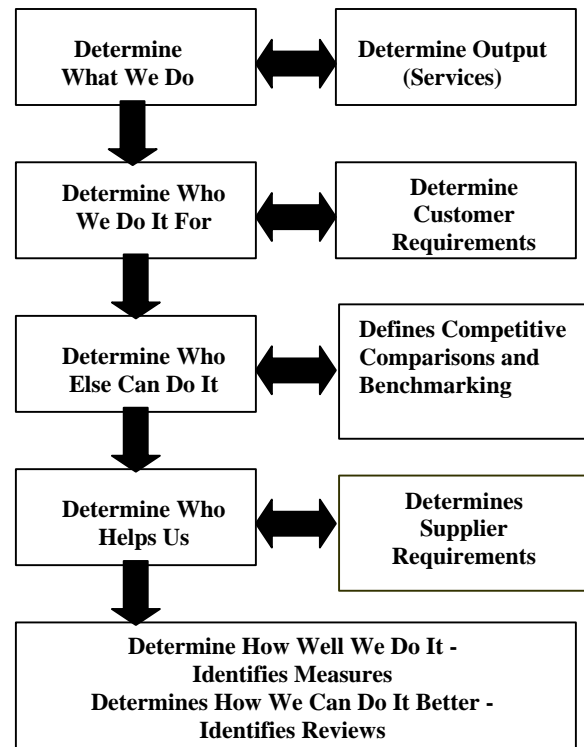
(1) Our six key processes and supporting objectives revolve around the needs of our diverse customer groups. **(Figure 0.8)**. Although all our customers share some common requirements, segments within a customer group have special needs that we **service**. For example, married soldiers with accompanying family members expect us to provide quality family medical care, adequate and affordable child care, affordable retail grocery operations and family support **services**. However, single soldiers are not key or principle customers of these same described special needs category. The lifestyle of the single soldier results in a different set of needs. For example, the single soldier wants an affordable and quick lunch meal, a convenient place to eat during evening or late night shifts and a nice, clean, comfortable barracks environment.

For many of our **services** and products, laws and regulations determine our customer base. This includes personnel, legal **services** and government financial transactions as well as general eligibility and qualification. See **Figure 3.1.1a**. For some **services** such as food, beverage, grocery and general merchandise retail operations, our customers have the option to use competing civilian products and **services**. Our process at **Figure 3.1.1b** outlines our approach in determining and identifying customers, customer groups and/or market segments.

Customer Determination Factors	
What Determines Our Customers	Examples
Operational Orders	Units, Activities, Tenants, Satellites
Federal Regulations and Statutes	FEMA, FAA, military units, reserve units, regional support areas
Eligibility	Retirees, Soldiers, Family Members, Civilian Employees
Initiatives	Partnerships with Local Communities, and Government Agencies

**Figure 3.1.1a** Customer Determination Factors

### CUSTOMER/MARKET SEGMENTATION PROCESS



**Figure 3.1.1b** Customer Segmentation Progress

(2) We listen to the voice of our customers (**Figure 3.1.2**) and use their feedback to validate and capture key requirements. We use this feedback to make immediate improvements when possible. Issues involving substantial financial considerations or significant process changes are identified for discussion during strategic planning sessions. For example, elderly customers complained about the lack of adequate seating while waiting for pharmacy **services**. Given the number of recurring complaints, we immediately identified excess seating that could be used and delivered it to our health **services** supplier/partner, the pharmacy. During our winter off-site strategic planning session, a significant process change was discussed and approved that resulted in quicker responses to customer comment cards (**Figure 3.1.3**). Our previous process of feedback collection, automated input, coordination and responding to the customer consumed approximately 45-60 days. Under the new process, feedback cards are promptly forwarded to the key process owner for immediate response and appropriate action.

<b>. The Voice of the Customer</b>	
<b>OTSC</b>	<ul style="list-style-type: none"> <li>- TSC has Walk-n-Wednesdays for DA Photos instead of by appointment only.</li> <li>- TSC now accepts Work-Orders via e-mail, fax or phone in addition to the walk in customer coming to the office.</li> <li>- IMO has sent special needs surveys to their customers to find out what they needed and to facilitate improvements.</li> <li>- The Director conducts internal symposiums as learning tools to improve customer services.</li> <li>- The Security Division conducts separate command-specific security managers' training as a result of remarks made on last year's training evaluations.</li> </ul>
<b>ISSC</b>	<ul style="list-style-type: none"> <li>- At the Transportation Office, group counseling is now conducted to cut excessive waiting times for moving/PSC personnel.</li> <li>- The Transportation Office added food and coffee/hot chocolate vending machines to the customer waiting room.</li> <li>- The Transportation Office changed employee lunch to a set time in order to improve the customer service process.</li> <li>- The Housing Office added coffee makers and coffee in the Billeting rooms.</li> <li>- Transient Billeting changed the telephone system to reduce operating costs and make it more user friendly. Customers can now use their computers in their rooms to check e-mail from their home installation.</li> <li>- ISSC will now accept IMPAC credit cards to facilitate unit and activity moves costing less than \$2,500.</li> </ul>
<b>POSC</b>	<ul style="list-style-type: none"> <li>- The ID Card Section now is fully functional on training holidays.</li> <li>- POSC is using one-on-one training to help employees understand how to provide excellent customer service.</li> <li>- CPAC instituted desk-side briefing to Directors and GO's on a regular basis to help them understand the CPAC process.</li> <li>- Casualty Support established a PAT, including members of Veterans Organizations, to help improve casualty support.</li> </ul>
<b>AAFES</b>	<ul style="list-style-type: none"> <li>- Customer friendly doors were installed to accommodate senior citizens and customers carrying cumbersome packages.</li> </ul>
<b>Pharmacy</b>	<ul style="list-style-type: none"> <li>- Due to customer complaints about waiting times, automated telephone call-in was instituted.</li> </ul>
<b>SJA</b>	<ul style="list-style-type: none"> <li>- The SJA has undertaken a complete redesigned of information contained in claim packets to make directions more user friendly.</li> <li>- SJA opened a client services office at Fort Gillem on Thursdays, providing wills, Powers of Attorney and tax filing support. A walk in "No appointment needed Wednesday" has reduced scheduling backlog.</li> </ul>
<b>PSSC</b>	<ul style="list-style-type: none"> <li>- Changed vehicle registration to a 24 hour operation at Fort Gillem.</li> <li>- Increased patrolling in family housing areas to cut down on speeders.</li> <li>- Fully automated vehicle registration with pre-printed post passes hastening visitor access.</li> <li>- Made numerous changes to parking situations in response to customer needs</li> </ul>
<b>CASC</b>	<ul style="list-style-type: none"> <li>- The Education Center was painted, carpets cleaned and new furniture ordered.</li> <li>- Education Center hours of daily operation were extended.</li> <li>- The Education Center now provides additional information on programs and services. Handouts were designed and printed, and are available on display racks.</li> <li>- The Commander changed the Fitness Center to a category A, no fee facility.</li> <li>- In Sports facilities, hand towels and spray bottles with germicidal liquid are provided so that patrons can clean down machines before and after use..</li> <li>- Swimming in the lap pool was changed to the buddy system, replacing a mandatory life guard.</li> <li>- The Bowling Center is now no smoking, but smoking will be permitted in the adjacent On-Deck Sports Pavilion.</li> <li>- A new community club was built to replace the old Officers Club.</li> <li>- To better serve CASC internal customers, a prioritization scheme for service requests was established which now permits requests to be dealt with more effectively.</li> <li>- In the Child Care Center the safety inspection schedule was changed from twice per year to daily.</li> <li>- In the Child Care Center one parent suggested that if we lowered a bookshelf in one classroom, the staff would be better able to observe all children in the room. We did it. It worked.</li> </ul>
<b>RMSC</b>	<ul style="list-style-type: none"> <li>- To better serve the customer, dCAS is being put on the FORSCOM Network before fiscal year end. This will allow analysts to hit an icon on their computer screen to get a download of information instead of calling.</li> <li>- The form that is used by CPAC, CPOC and OPLOC Denver for civilian pay changes has been redesigned to make it more user friendly. This will make it easier when changes are made to an employee's pay, status, UIC codes etc.</li> <li>- The Garrison budget process was redesigned to better serve internal customers.</li> </ul>

**Figure 3.1.2.** Voice of the Customer

Our SEL still sees and reviews copies of all the feedback cards and reserves the right to intervene in particularly sensitive or high profile feedback issues. Additionally, a bi-monthly summary of all feedback cards is prepared for review by the SEL. The SEL uses this review to discuss trends or specific problem areas with the responsible business owner.

<b>TELL US WHAT YOU THINK!</b>					
Your comments are important to us. Please fill out and return to any of our drop boxes or mail this card back to us.					
Facility Visited: _____ Date of Visit: _____					
Day Visited: __Mon __Tues __Wed __Thurs __Fri __Sat __Sun					
Reason for Visit: _____					
Person Providing Service: _____					
Comments about our staff, service, or office: _____					
_____					
Please rate the following:					
	Poor		Fair		Excellent
• Timeliness of Service	1	2	3	4	5
• Quality of Service	1	2	3	4	5
• Courtesy of Staff	1	2	3	4	5
• Knowledge of Staff	1	2	3	4	5
• Based on your experience today, if you had a choice, would you use our service again? Yes___ No___					
• If you were/are paying for this service from your own pocket, would/will you do business with us again? Yes___ No___					
Name: Mr. Mrs. Ms. Rank _____					
Provide us with the following information <b>if you would like a response</b>					
Address: _____					
City_____ State_____ Zip Code_____					
Phone Number: (Day)_____ (Evening)_____					
<b>THANK YOU FOR YOUR COMMENTS</b>					

**Figure 3.1.3** Customer Comment Card Form

Feedback cards are but one of the vehicles we use to listen and learn. Listed at **Figure 3.1.4** are strategies for capturing data that influence our continuous improvement initiatives. To better **serve** the customer

these key listening and data collection strategies are led by the SEL and BOD along with subject matter experts.

(3) We use our performance indicators at **Figure 4.1.2**, as well as our listening strategies, to determine and project key products and **services** to ensure customer satisfaction. We use this data to measure customer response to how well we are doing and if we are making it easy for them to do business with us. We solicit customer input as to how we can make it better. When possible we gather competitor data for comparison and seek out the best in class for benchmarking, action planning and goal setting.

We have a three year business plan that charts our future direction. The Garrison Commander has developed a concept of operations and listed specific key objectives to be accomplished. This concept of operations was influenced by the continuing decrease in defense spending, our need to operate more efficiently, more economically and with greater customer focus, an anticipated change in work force demographics, emerging reliance on electronic commerce and our commitment to evolve into an Army Community of Excellence. All of these factors influence our business processes and customer **service** initiatives.

We rely heavily on the voice and market behavior of the customer for our planning, marketing and operating approaches to business. For example, several customer complaints and suggestions were received concerning luncheon selections at the Community Club. Customers wanted the option of choosing a light soup and salad meal. This was not previously offered. Club luncheon patronage decreased along with sales revenue as customers went off-post to our competitors. Our newly constructed Community Club now offers a soup and salad selection along with a wide variety of other luncheon choices. We now enjoy our fair market share of repeat and new customers.

(4) Our listening and learning strategies at **Figure 3.1.4** provide market indicators for planning strategies to meet current and future customer requirements. During these open exchanges of information, our Garrison Commander and BOD members share information on pending innovations in business processes or practices. Suggestions are solicited from customers to stimulate discussion and feedback.

<b>Listening and Learning Strategies</b>			
<b>Business Product Service</b>	<b>Method of Collection</b>	<b>Frequency</b>	<b>Collective Objective</b>
Career/Special Staff Services Spiritual/Religious Activities Civilian Personnel Military Personnel Retiree Programs Employment Transition Legal Aid Equal Opportunity	Comment Cards/Surveys Commander's Hot Line Town Hall Meetings Newcomer Briefings Climate/Morale Surveys Retiree Council Meetings Retiree Open Houses	Monthly/Annually Daily As Needed Monthly Semi-annually Quarterly Annually	Customer Satisfaction Improved Service Quality of Services Compliance Solicit Feedback Customer Requirements Work Force Motivation Voice of the Customer
Infrastructure, Facility Maintenance, Utilities, Living Accommodations, Clean/Healthy Environment, Tactical Equip Repair, Personal Property Pickup, Delivery & Shipment, Supply Activities	Comment Cards/Surveys Commander's Hot Line Supplier Surveys Installation Status Report Environmental Council Inspections Space Management Cmte Construction Updates	Monthly/Annually Daily Each transaction Annually Quarterly Random Quarterly Weekly	Customer Satisfaction Improved Services Quality of Services Identify Weaknesses Report Performance Prioritize Funding Customer Requirements Synchronization Informative
Mission/Career Training, Installation Crisis Response Plans, Ceremonies, Personnel Security, Audio Visual, Graphic and VTC Support, Info Tech Consultation, Firing Range and Training Area Support	Comment Cards/Surveys Installation Status Report Inspections Phone Calls After Action Reports Mock Exercises	Monthly/Annually Annually Random Random Routinely Periodic	Customer Satisfaction Improved Services Quality of Services Availability of Services Adequacy of Services Customer Requirements Identify Weaknesses
Budget Services, Management Services, Cost & Accounting Services, Civilian Pay, Quality & Baldrige Consultation, Activity Based Management, Manpower Management, Support Agreement Management, Auditing, Account Reconciliation	Comment Cards/Surveys Joint Reviews DCAS/STANFINS OSA PR&As CRAM Mgmt Control Statements	Monthly/Annually Quarterly Daily/Weekly Annually Semi-annually Semi-Annually Annually	Customer Satisfaction Budget Preparation Error Rates Budget Execution Propriety Compliance, Continuous Improvement Goal Accomplishment
Fire and Safety Protection, Fire and Safety Training and Awareness, Vehicle and Fire Arm Registration, Workers' Compensation Program Management, Fire and Safety Inspections, Law and Order, Patrols, Mutual Aid, Medical Emergency Response	Comment Cards/Surveys  Incident Reports Inspections Mock Exercises	Monthly/Weekly/ Annually Occurrence Periodic Periodic	Customer Satisfaction Enforcement Reduce Response Time Identify Weaknesses Identify Improvements Identify Trends Prevention
Quality of Life Activities, Services, and Programs/.Accredited Child Care, Leisure Pursuits, Mental, Health/ Wellness Counseling, Sporting Pursuits, BOSS, Dining, Catering, Youth Activities, Medical/Dental Care & Treatment	Comment Cards/Surveys  Commander's Hot Line Sales Patronage MWR Financial Reports Army Family Symposiums	Monthly/ Semi-annually Daily Daily Daily Monthly Annually	Customer Satisfaction Best Value Customer Requirements Profit vs. Loss Identify Weaknesses Identify Performance Voice of the Customer


**Figure 3.1.4** Listening and Learning Strategies

The tri-annual Army MWR survey is yet another systematic process to measure or gauge the currency of our quality of life business needs and direction. This comprehensive survey is conducted by external market researchers. Surveys are forwarded to all groups and segments of customers to solicit feedback on expected quality of life standards. The results are analyzed and forwarded to Installation Commanders for appropriate planning.

### 3.2 Customer Satisfaction and Relationships

#### 3.2a Customer Relationships

(1) The Garrison Commander's driving theme is customer **service**. He has institutionalized this theme throughout the Garrison. Our leadership, middle management and front line **service** providers pride themselves on our easy access processes that enable customers to tell us about our products and **services**.



The Garrison Commander's Pledge of Customer Service

I pledge that .....

.....you, our customer, will always be provided world class service and support by garrison activities.

.....you will always be treated with respect, courtesy, and fairness.


.....you will always be given a clean, well organized environment in which to conduct your business

\*If you are not satisfied with the service you receive, please request to speak to a supervisor before you leave.

\*If you are still not satisfied, please call my Hotline (404) 363-5959. As Commander, I want to know.

**Figure 3.2.1** Commander's Customer Pledge

(Working Draft)



**RESOURCE MANAGEMENT SERVICE CENTER**

SERVING AMERICA'S MILITARY.....  
THE BEST FOR THE BEST

**CUSTOMER SERVICE STANDARDS**

- **WE WILL ALWAYS TREAT OUR CUSTOMERS WITH RESPECT, WITH COURTESY AND WITH FAIRNESS.**
- **WE WILL PROMPTLY PROVIDE CUSTOMERS WITH PROFESSIONAL ADVICE ON ALL FINANCIAL/RESOURCE MANAGEMENT ISSUES.**
- **WE WILL EXPLORE ALTERNATIVE CREATIVE SOLUTIONS TO OUR CUSTOMER'S FINANCIAL PROBLEMS AND CONCERNS.**
- **WE WILL CONDUCT BUSINESS IN AN ORDERLY AND PLANNED FASHION.**
- **WE WILL VISIT OUR CUSTOMERS TO SHARE INFORMATION AND SEEK FEEDBACK.**
- **WE WILL RESPOND TO CIVILIAN PAY INQUIRIES WITHIN 24 HOURS.**
- **OUR CUSTOMERS ARE INVITED TO SPEAK WITH THE DIRECTOR BEFORE LEAVING THE OFFICE IF THEY FEEL WE HAVE NOT LIVED UP TO OUR STANDARDS.**
- **CUSTOMERS MAY COMMENT ABOUT OUR SERVICES TO THE GARRISON COMMANDER BY CALLING THE COMMANDER'S HOTLINE AT (404) 363-5959. AS AN ALTERNATIVE, CUSTOMER COMMENT CARDS (AND A DROP BOX) ARE AVAILABLE IN THE LOBBY OF THIS BUILDING.**

**Figure 3.2.2** RMSC Customer Service Standards

We use a number of methods to keep customers informed while offering them opportunities to seek assistance, provide feedback, complain or offer suggestions for improvement (**Figure 3.1.4**).

During this assessment cycle, customer **service** pledge posters (**Figure 3.2.1**) were developed and posted throughout the installation. We do not want customers to leave our facilities dissatisfied. We want to make every customer **service** transaction a pleasant experience. This new initiative will enhance our access mechanisms. We will measure and report the effectiveness of this new initiative during the next assessment cycle.

We are also developing customer **service** standards for each of our customer oriented **service** activities. These standards will define how we will perform customer transactions. These standards will be derived from focused customer feedback surveys developed after the results of currently on-going customer satisfaction surveys are available. Front line **service providers** and middle management will develop performance measures and appropriate employee incentives. A working draft of one of our customer **service** standards is at **Figure 3.2.2**.

(2) The cornerstone of our customer **service** practices is treating the customer with respect, courtesy and fairness during transactions. This is how our front line **service providers** treat customers. Our customer comment card captures information relating to this cornerstone (**Figure 3.2.1**). We ask the customer to rate the timeliness and quality of our processes and the personal conduct of our **service providers** (**Figure 3.1.3**).

Our front line **service providers** make the first impression. They are the key customer contacts throughout the Garrison. Customer complaints or concerns that are extremely sensitive in nature or involving the safety of personnel and property are immediately elevated to the SEL for rapid intervention and corrective action.

(3) Our chief customer feedback complaint management process is described at **Figure 3.2.4**. This process is used to collect, record and respond to customer feedback generated by our customer comment cards (CCC). All key business process owners respond and act on complaints, concerns, suggestions and compliments.

For example, our Personnel Operations **Service** Center (POSC) Director invites customers to telephone or visit her personally to discuss any customer **service** issue or operational process issue. Our goal, however, is to resolve all concerns and complaints at the time of the transaction. Our customer **service** pledge posters also invite customers to speak to a supervisor before leaving the facility. As stated in paragraph 3.2a(1) above, we do not want our customers to leave our facilities dissatisfied.

The Garrison Commander's Hotline receives 4-10 calls each month. The hotline is checked every morning by our RMSC customer **service** representative. The calls are immediately logged and a written summary is e-mailed to the SEL and simultaneously to the key business owner. The SEL has established a 48-hour suspense to respond to the customer. Resolutions are provided back to the SEL and RMSC for file closure (**Figure 3.2.3**). If suspenses are not met, the RMSC customer **service** representative immediately notifies the SEL. The Hot Line number is widely publicized each week in the installation newspaper, *The Sentinel*.

The RMSC customer **service** representative prepares a bi-monthly report for the SEL. The report contains a summary of written customer comments along with the total number of negative comments, positive comments and customer suggestions. The findings are discussed by the SEL at BOD meetings. Adverse trends in customer **service** are addressed through action plans to identify root causes and corrective measures. Customer suggestions for improved efficiencies and **service** are tasked to key business owners for feasibility studies. Acknowledgements are provided to the customer pending a determination of practicability of implementation.

Another key mechanism for capturing customer feedback is the annual Army Family Symposium that is widely publicized and conducted at Fort McPherson/Gillem. This is a forum for soldiers, family members, retirees and civilian employees to ask questions as well as voice complaints about quality of life issues and other concerns common to our military environment. For example: medical and dental care and treatment; military pay allowances and benefits; commissary and post exchange retail operations; child care; housing, and barracks life; leisure activities and eating facilities.

Key business/operating managers, supplier/partners, front line **service providers** and members of the Garrison leadership comprise the symposium panel. Our Army Community **Services** (ACS) staff facilitates the program. Questions and concerns from the customers in attendance are numbered, recorded and printed in *The Sentinel*.

Issues under the direct control of the Garrison Commander are studied for alternative business practices or process changes, in response to reasonable customer concerns, complaints and preferences. Issues such as congressionally set military pay allowances are forwarded to higher headquarters for study and/or response. Each numbered issue is tasked to the Garrison's functional business owner or operating

manager for study, resolution and response. All responses, personally reviewed for media release by the Garrison Commander, are printed in *The Sentinel*. The Public Affairs Officer (PAO) and the Community Activities **Service** Center (CASC) share the responsibilities for capturing the questions, preparing the responses and publishing them.

(4) We build relationships with our customers because their satisfaction with our products and **services** is the reason for our existence as Fort McPherson/Gillem **service providers**. To help build these relationships, our customer comment card asks two very important questions: “Based on your experience today, if you had a choice, would you use our services again?” and “If you were/are paying for this **service** from your own pocket, would/will you do business with us again?”.

Our **service providers** go the extra mile to gain the customer’s confidence and repeat business. For example, our billeting accommodations are highly sought after because of our five star **service**. On more than one occasion, our billeting personnel have taken out of town billeting customers to off-post eating establishments during late evening hours. On other occasions, billeting personnel have gone after milk for infant family member customers.

(5) We continue to monitor customer access and build our customer relationships by the methods described at **Figure 3.1.4**. Additionally, new organizational customers, as well as established organizational customers, are contacted yearly by the RMSC Support Agreement Manager. The purpose is to review existing customer requirements and solicit new or changing requirements. Recently published in hard copy and placed on the web, a catalog of Garrison **services** and products is now available for customer review. The catalog contains our basic level of **services** and products, our prices and our methods of delivery. Additional levels of support are offered at the customer’s discretion.

### 3.2b Customer Satisfaction Determination

(1) We collect information in a variety of ways to verify customer satisfaction (**Figure 3.1.4**). Our customer satisfaction ratings are based on a measurement scale (**Figure 3.1.3**). A careful analysis is conducted of all satisfaction ratings by the SEL (**para 3.2a(3)**). All

**service** oriented facilities are measured through the use of customer comment cards. The comment cards are one of our chief indicators of customer satisfaction or dissatisfaction (**7.1.1 - 7.1.15**). These measures are evaluated individually upon collection, during bi-monthly recaps, semi-annual performance review and analysis briefings and strategic planning off-sites. Our comment card asks our customers if they would do business with us again based on their latest experience and if they would pay for our **services**. Their responses tell us if we can expect future business from them and indicate the potential of them referring others to us.

During the 2<sup>nd</sup> quarter this year we developed and deployed a customer satisfaction survey to determine whether our customers are satisfied or dissatisfied with each of our varied products and **services**. We deployed it via post-wide e-mail, a random retiree mailing and hand delivery to all on-post residents. 226 individuals responded. Representatives of all principal individual customer segments (**Figure 0.1**) were among those responding. We will use the results to develop and deploy a series of focused customer feedback surveys in the 1<sup>st</sup> quarter of next year with the objective of capturing specific customer requirements for those products and **services** where need for improvement is indicated.

(2) Prompt customer follow-up is obtained routinely through daily dialogue, weekly staff calls, one on one meetings, internet dialogue, telephonic contact, written correspondence and personal visits. Our winter off-site conference produced a customer comment card process improvement that enhances customer follow-up (**Figure 3.1.1b**). Our customer hotline calls are processed within 48 hours (**Figure 3.2.3**).

(3) During semi-annual performance review and analysis briefings, our customer satisfaction ratings and customer acceptance levels of our business processes and practices are briefed in chart format. Our charts identify our historical or trend data, our present performance and where we want to be, i.e., our goals.

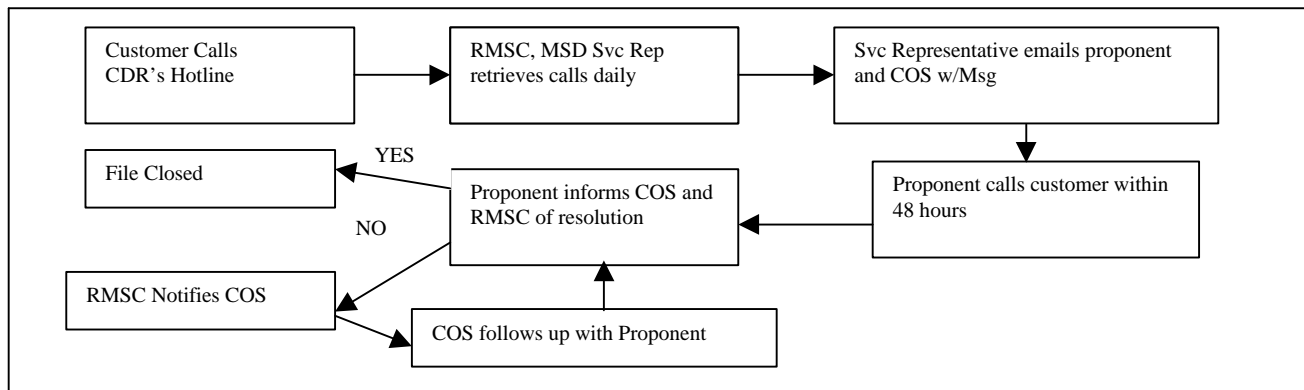
When possible, our charts identify comparative data of our competitors and our stretch goals are based on who we know to be the best in class (**7.2.1 and 7.4.6**).

We research quality magazines, the APQC and NPR web pages, DOD Best Practices publications, trade and professional publications and our MACOM quality web page - <http://freddie.forscom.army.mil/reeng>

(4) We use our listening and learning measures at **Figure 3.1.4** to keep satisfaction determination approaches current. Any significant trend in loss of patronage, loss of profits or customer apathy is viewed as an indicator of customer dissatisfaction. Therefore, we keep our eyes open for visible indicators. For example, industry polls

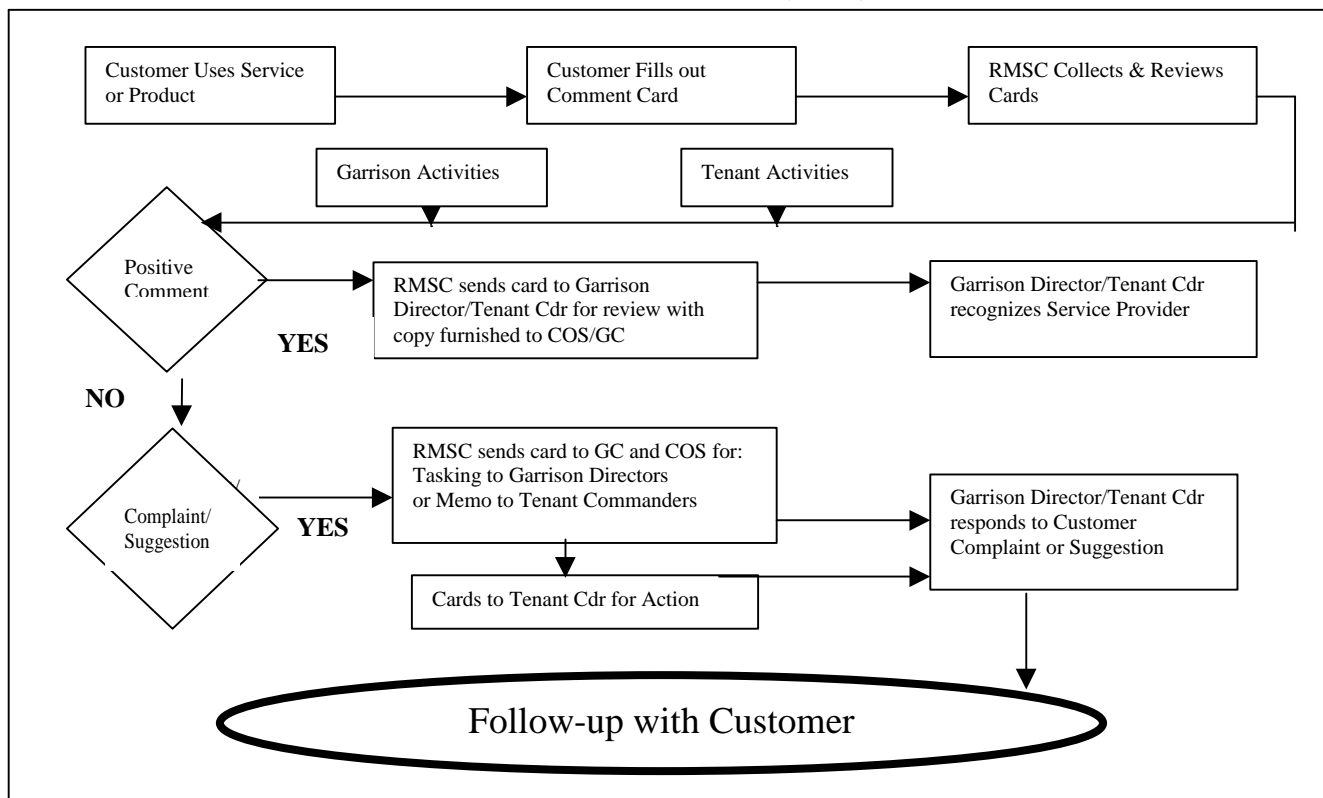
indicate that some customer segments place less importance on courtesy and more on good value and quick **service**. Based on that poll, we conducted a fast food comparison of what might be a quick lunch choice for junior soldiers (**Figure 7.1.13**). We found that we do in fact offer better value while still maintaining high ratings in courtesy, friendliness and quality of **service**.

### COMMANDER'S HOT LINE



**Figure 3.2.3** CDR's Hot Line

### CUSTOMER COMMENT CARD (CCC) PROCESS



**Figure 3.2.4** CCC Process

## 4.0 INFORMATION AND ANALYSIS

During development of our 1998 three-year strategic business plan (SBP), critical business information requirements were identified to track the plan's execution and to measure our success. The type and frequency of information we collect allows our leadership to make both short and long term business decisions (**Figure 4.1.1**). Short-term information advises the leadership, and operating managers, of our status on a quarterly basis. As a result, we can generally make rapid improvements without significant risk to either our service reputation or our customers' confidence level.

Short/Long Term Measurements	
#1 - Customer Satisfaction	Long-term
#2 - Employee Satisfaction	Long-term
#3 - Financial Performance	Short-term
#4 - Organizational Performance	Short-term
#5 - Product/Service Quality	Long-term
#6 - Supplier Performance	Short-term
#7 - Safety, Environmental, Public Responsibility	Long-term

**Figure 4.1.1** Short/Long Term Measurements

Our long-term data collection requirements represent factors that are more far reaching and enduring. We have a comprehensive set of performance indicators and measures to track our strategic business goals and supporting performance objectives (**Figure 4.1.2**).

### 4.1a Measurement of Organizational Performance

As discussed above, the information we collect is directly tied to our goals and objectives. It is analyzed, compared, studied and reported to the SEL by the BOD and operating managers. While the information we collect is extensive, we have designed our systems so it is readily available and easy to retrieve (**Figures 3.1.4 and 4.1.3**).

The information collected relates to indicators of the Garrison's overall business health based on prior strategic planning. Our continued success hinges on our ability to see, touch and feel our business results.

This is accomplished by our comprehensive balanced score card selection of information and data as covered in **Keeping Score - Using the Right Metrics to Drive World Class Performance**, by Mark Graham Brown. This balanced scoring approach is analogous to a routine medical checkup. There may be no obvious signs of an illness or disease, but we undergo checkups as a matter of good practice.

Our collection and analysis process often identifies information that leads us to exploit alternative business approaches. For example, a discussion of tenant reimbursable dollars at a BOD meeting led to the discovery that in some cases the Garrison was supporting tenant customers without authorized reimbursement. This discovery revealed deficiencies in our support agreement administration process. From this experience, another key source of financial support was identified. Maximizing it became a supporting objective (**7.2.11**)

During this assessment cycle, we implemented Activity Base Costing (ABC) as a management tool to help with our business decisions. We are now able to calculate the real costs of doing day-to-day business. With ABC, we track all costs associated with our products and **services**, including labor, supplies, equipment and other expenses.

The SEL uses ABC as a management tool for almost all Garrison activities/**services**. In all, more than 96 percent of our operating dollars are covered by ABC. Using comparative and benchmarking data, specific goals are established to lower the cost of our products and **services**. This allows the leadership to reprogram dollars for quality of life improvements and to supplement other important base operations accounts where needed. More information on our ABC initiatives can be found in **Category 7.2**.

Through the personal initiative of our Garrison Commander, Fort McPherson/Gillem has gained a reputation as a leader in the implementation of Army Activity Based Costing (ABC). Although HQ FORSCOM had only planned to field three of our six required costing models, our Garrison Commander asked for their help with developing the other three. He used one entire BOD meeting to personally present his concept of ABC and its use in the Garrison. Also at that meeting, he gave the BOD member copies of **Implementing Activity-Based Management in Daily Operations** by John A. Miller and asked them to read it, understand it and be prepared to implement as their models came on-line.

## Balanced Score Card

Key Business Drivers	Strategic Performance Objective	Supporting Initiatives/ Indicators/Measures	Results	Balanced Score Card # - See Figure 4.1.1
<b>Commander/ POSC:</b>  <b>Provide a Positive Command Climate</b>	Attract, Develop and Retain Quality People	- Retention - Medical Benefits - Commissary Benefits	7.2.9 7.4.4 7.4.3	2 2, 5 2, 5
	Enhance Morale and Esprit of the Work Force	- Employee Morale - Soldier Morale - Commander's Coin - Complaints	7.3.11 7.3.10 7.3.1&2 7.3.5-7	2 2 5 2
	Encourage Partnerships, Teamsmanship and Community Service	- Volunteer Hours - CFC Contributions - Labor Union Actions - Community Relations - Training	7.5.7 7.5.6 7.3.6 PR&A PR&A	7 7 2 7 2
	Emphasize Respect and Consideration of Others	- Ethnic Observances	PR&A	7
	Provide World Class Personnel And Personnel Administration	-SIDPERS Submissions - Appraisal Submissions - In/Out Processing - Satisfaction Levels - Supplier/Partner Performance - Legal Services	7.5.3 7.5.1-2 7.2.1-2 7.1.7-8 7.4.6 7.1.4-5	5 5 4 1 6 5
<b>ISSC:</b>  <b>Maintain Resources</b>	Sustain/Maintain/Repair Facilities	- Service Order Completion Time - Demolition Costs - Facility Reduction - Family Housing Satisfaction - Barracks Satisfaction	7.5.11 7.2.3 PR&A 7.1.1 7.1.4	4 3 3 1 1
	Provide Quality Infrastructure	- Pavement Rating - Utility Procurement	PR&A PR&A	4 3
	Provide Quality Logistical Support	- Equipment Repair - Supplier Performance	7.5.12 7.4.12	4 6
	Sustain and Improve Environmental Stewardship	- Violations - Energy Consumption - Volume of Hazardous Waste	7.5.4 PR&A 7.5.14	7 7 7
<b>OTSC:</b>  <b>Synchronize Installation Training &amp; Operations</b>	Synchronize Operations	- Customer Satisfaction - MOI Cost - Operations Plans Evaluations	7.1.11-12 7.2.7 PR&A	1 4 5
	Coordinate Training	- Training Plans Evaluations	PR&A	5
	IT/Commo Sufficiency	- Supplier/Partner Performance	7.4.6	6
	Availability and Efficiency of Training Support	- Customer Satisfaction - VI Costs - Supply Costs	7.1.11 7.2.5 7.2.1	5 3 3
	Manage/Support Intel Mission	- Cost Efficiencies	7.2.9	4
<b>RMSC:</b>  <b>Manage Resources RMSC</b>	Champion Installation Excellence and Continuous Improvement	- CA Time Lines - Assessment Score - Service Center Efficiency - Customer Service Initiatives - Dollar Execution	7.2.14 PR&A 7.2.1-2 Fig 6.1.2 7.5.9	4 4 3 5 3
	Monitor Appropriate Utilization of Dollars	- Flash Reports - SA Administration - TDA Manpower Management	7.2.12 7.2.11 7.2.13	3 3 3
	Synchronize Funds			

**Figure 4.1.2** Balanced Score Card continued on next page

### Balanced Score Card (Continued)

<b>PSSC:</b>  <b>Provide a Safe and Secure Installation Environment</b>	Implement Sound Principles of Risk Management	- Safety Training - Lost Work Days - CRCP Costs	PR&A 7.3.8 PR&A	7 4 4
	Prevent/Solve Crime	- Satisfaction Levels - Shoplifting - Crime Statistics	7.4.10 PR&A PR&A	1 5 5
	Prevent/Extinguish Fires	- Fire/Emergency Response Time - Prevention Training	7.5.13 PR&A	7 7
<b>CASC</b>  <b>Enhance QOL Services, Activities Programs</b>	Meet/Exceed Standards	- NIBD - Child Care Cost - Satisfaction Levels	7.2.16 7.2.10 7.1.2	3 3 5, 1
	Offer Best Value	- Food Comparison - Major Investments - MWR Dividend	7.1.13 7.2.15 7.4.2	5 5 3
	Promote/Offer Physical Health and Well Being Services	- Offering/Availability	Fig 5.3.2	5

**Figure 4.1.2** Balanced Score Card

Our relentless comparison of business results to the best in class drives our pursuit of higher achievement and supports our overall effort – **To become and remain the benchmark in all our endeavors.**

The Garrison's report card of its deployment and effectiveness of comparative data is scored by customer feedback, monthly briefings by process owners, our semi-annual PR&As and visible day to day operations and reports. All these provide insight into our financial situation, our operational performance and productivity levels, our customer satisfaction levels or our work force environment.

The 37 Series of Army Regulations govern our funding procedures. We use the Databased Commitment Accounting System (dCAS) to track the daily expenditure of funds appropriated by Congress. We track transactions requiring expenditure of funds using standard document numbers comprised of a series of alpha numeric characters. Associated documents can be followed through the system from assignment, through commitment and obligation and on to final fund disbursement. Operating managers and the SEL have access to the DCAS records through their Budget Analysts, and are able to identify all costs associated with delivering our products and **services.**

## 4.2 Analysis of Organizational Performance

### 4.2a Analysis of Organizational Performance

(1) The Garrison Commander and BOD developed the three-year SBP. Our implementation of the SBP, and our progress toward its intended results, require periodic analyses of information and data. These information and data analyses are transformed into performance metrics portraying how we *are* doing, how we *were* doing and what success should look like, i.e., our *goals.*

SEL analysis of information and data is performed monthly, quarterly or when called for by changing customer or financial requirements. If this analysis shows adverse situations or trends, we are alerted to focus our energy on improvement strategies. Fresh information and data are key to assessing our business operations and keeping track of our customer satisfaction levels.

We have a comprehensive balanced score card. We measure what the SEL has directed. All measures of business results are aligned with our goals and objectives. We collect information and data to measure both short-term and long-term performance (**Figure 4.1.1**).

(2) Individual activities and operating managers analyze their performance metrics and assess organizational performance based on meetings, financial statements, customer feedback and employee feedback. Performance measurement results at this level are also contained in the SBP and we periodically report on them.

These reports allow the SEL to analyze and measure our present operations and processes and decide whether to change or modify them for greater efficiency or effectiveness.

Key and support process owners use professional literature to stay abreast of the best in their business. The Resource Management **Service** Center collects and distributes best practices, performance reviews and benchmark reports from the web site of the

**National Performance Review.** Our operating managers subscribe to online trade and industry magazines, such as **Fedbest.com** and **GovExec.com**, which contain useful information concerning comparative analysis and benchmarking.

<b>Key Process</b>	<b>Data Requirements</b>	<b>Data Source</b>	<b>How Used</b>
<b>Provide Positive Command Climate</b>	Work Force Well Being Formal & Informal Complaints Grievances/ULPs Satisfaction Ratings Backlogs Awards and Recognition	Soldier & Climate Surveys Customer Feedback CCC feedback Crime reports Sick Leave Reports Automated Info Systems	Proactive Intervention Awareness Training Corrective Action Plans Values Counseling Motivational Initiatives Supervisor Education
<b>Maintain Resources</b>	Preventive Maint Completion Service Order vs Work Orders Utility Privatization Utility Cost Environmental Compliance Customer Satisfaction Logistics Support	Backlog of Maint & Repair Contracting Milestones Energy Use & Cost Reports COR Inspections Customer Feedback Environmental Council Industry Practices	Develop/Modify Action Plans Cost Avoidances Future Planning Resource Conservation Facility Reduction Plans Reimb Leases/Manning levels Public Responsibilities
<b>Synchronize Installation Operations and Training</b>	Required Training Cost of Business Processes Personnel Security Crisis Response Evaluations Information Technology Support	IDPs/Customer Response Training Assessments ABC cost models IPRs/AARs/Hot Washes Mock training exercises	Assess Regulatory Compliance Cost Reduction/Reimbursements Validate Contingency Operations Quality Assessments Process Analysis & Improvement
<b>Manage Resources</b>	Pay \$s vs On-Board Strength Projected Funding Levels Authorized vs Actual Manpower Unfinanced Requirements Lists Reimbursable Accounts Continuous Improvement Organization Self-Assessments	DCAS / DCPS / DCPDS Program/Budget Guidance Approved & Working TDAs Management Studies Customers/Tenants/AARs Centurion Ratings ISRs	Work Force Affordability Predicting the Financial Future Proactive vs Reactive Plans Sound Financial Advice Stewardship of Resources Process Analysis & Improvement Business Results
<b>Provide a Safe and Secure Installation Environment</b>	Crimes Statistics Fires/HAZMAT Incidents Accidents/Injuries Work Force Lost Time Private Sector Trends Environment Risk Management	MP/LEA Reports Emergency Response Log Work Force Safety Reports Workers Comp Cost/Savings Safety Inspections Partnerships/Alliances	Risk Assessment Response Time Trends Process Analysis & Improvement Heightened Enforcement Safety Awareness/Information Crisis Reaction/SOPs Mutual Exchange and Support
<b>Enhance Quality of Life</b>	Customer Satisfaction Customer Requirements Customer Participation Net Income Before Depreciation Labor Costs Competitive Comparison Data	Profit/Loss Statements Customer Comment Cards Comparative Studies MWR Tri-Annual Surveys Customer Interviews Family Symposiums	Customer Focus Initiatives Market Promotions Advertising Redesign of Operations Performance Accountability Partnership Ventures

**Figure 4.1.3** Key Process/Source Matrix

## 5.0 Human Resource Focus

### 5.1 Work Systems

Our approach to work and job design has evolved as we have implemented Total Army Quality (TAQ) principles and the Army Performance Improvement Criteria (APIC). This evolution has led us to a point where now our leadership and managers naturally emphasize employee involvement, teamwork and empowerment to meet changing priorities influenced by customer demands, defense strategies and our competitive environment.

The Garrison Commander's "**Super Six**" Performance Imperatives (**Figure 1.1.2**) directly influence work and job design. Our emphasis on quality, appropriate work force training and leadership reinforcement have resulted in numerous high performance work systems. Formal and informal work groups have been formed and empowered to redesign both individual and whole service center work processes.

We operate under the philosophy that customer **service** excellence starts with a properly motivated workforce. Thus, our human resource focus is to provide our soldiers and civilian employees with a comfortable, safe, harmonious and aesthetically pleasing environment, modern training, state of the art equipment and technology and opportunities to participate in planning the future of Garrison operations.

#### 5.1a Work Systems

Although our leadership and business structure is primarily hierarchical, (**Figure 1.1.1**), in FY 98 we made major strides in flattening the organization and eliminating unnecessary operational layers. Our six key business processes have been established under the Garrison Commander's "**Service Center Design**." The before and after organization charts are located in the front of this submission

(1) Realigning these organizations gave us greater cross-training flexibility both within and across functional areas and has led to maximum employee knowledge and productivity. In large part the realignment was accomplished by combining organizations with similar missions. For example, both the Military and civilian personnel administration functions have been aligned under the Personnel Operations **Service Center** (POSC).

Duplicative efforts have been eliminated, benefiting both our customers and our work force. For instance, we now have one central location for military and civilian identification cards. Questions concerning eligibility can now be resolved on the spot rather than by telephone between the two separate activities that were previously responsible.

Under this same **service** center concept, employees are now conducting group counseling at the various in-and-out processing stages. This **service** center initiative focuses work force energy and reduces customer waiting. Our reduced in-and-out processing times at **7.2.1** and **7.2.2** are a testament to individual innovation, collaboration and flexibility.

Many of our improvement initiatives were generated and accomplished by our work force. For example, employees from throughout the POSC were trained and formed into process action teams (PATs). These PATs met to flow-chart every work process within the POSC and identified many areas with potential for performance improvements. These would have gone undetected without this act of employee involvement and empowerment.

Our civilian personnel administration work force has also undertaken many reinvention initiatives since being brought under the POSC. Traditionally, jobs in the Civilian Personnel Office have been designed with a list of tasks and responsibilities for one specialty. As a result, Commanders and managers often heard "that's not my job" and had to coordinate their requests for personnel action with multiple employees. Under the POSC, employees are now generalists, trained and formed into cross-functional teams of subject matter experts. Customers now coordinate multiple requests for personnel action with one point of contact, the generalist. This reinvented practice better **serves** the customer while providing the employee with broader experience for future upward mobility, a true win/win situation.

Work and job design reinvention, driven by the establishment of our **service** centers, provide our SEL, BOD, managers and front line employees with many efficiencies and improvements to maximize their effectiveness (**Figure 6.1.1**).

(2) "**Be all that you can be**" has been an Army theme for many years. We have managers throughout the Garrison who provide counseling to all our soldiers and civilian employees. They are continually given information on how to remain competitive in their current environment and advice

on upward mobility and promotion. For example, during this assessment cycle the Director of Resource Management invited Budget Analysts/Assistants from all **Service** Centers, not just her own, to her office to discuss upcoming changes in the Comptroller Career Program and how these changes might effect them.

Soldiers and civilian employees are also counseled frequently by their direct supervisors under the Army Performance Evaluation System (TAPES) for civilians and as part of the Officer Efficiency Report (OER) and Non-Commissioned Officer Report (NCOER) systems for soldiers. For both groups, we have initiatives in place to pay all or part of their college educations. We have a number of academic institutions represented on Fort McPherson as well as educational partners in the adjoining communities.

(3) Our performance management system is based on five levels of performance. Performance is rated by the first line supervisor on a standard form based on accomplishment of individual objectives and DA wide standards. This performance rating is filed in the employee's official personnel folder and affects employee standing on retention registers during reductions-in-force (RIF). A higher retention status is assigned to higher performers. These annual performance ratings are also used as the basis for cash awards to reward employees for exceeding their performance standards (7.3.1).

In addition to the formal annual performance appraisals, our performance management system involves periodic counseling sessions between our soldiers and civilian employees and their supervisors. These sessions provide forums to discuss performance expectations, performance observations and career enhancing pursuits. They also establish a foundation for open trusting relationships. It is during these periodic counseling sessions that the role of our workforce as a major stakeholder is reaffirmed. Expectations of high performance serve as major motivational factors for our soldiers and civilian employees.

(4) Laws and regulations govern compensation and recognition initiatives for our soldiers and appropriated fund civilian employees. DOD sets pay banding and benefits for our non-appropriated fund (NAF) employees. At every opportunity, we make liberal use of the regulatory guidance to reward and recognize performance and reenlistment. **Figure 5.1.1** outlines the many ways we recognize and reward our soldiers and civilians for outstanding performance.

<b>Awards, Compensation and Recognition</b>	
Results - 7.3.1 & 7.3.3	<ul style="list-style-type: none"> <li>- Sustained Superior Performance (2-6% of Pay)</li> <li>- Quality Step Increase</li> <li>- Special Act or Service Award up to \$5,000</li> <li>- On-the-Spot Award up to \$250</li> <li>- Time-Off Award up to 80 hours per year</li> <li>- Service/Achievement Medals</li> <li>- Length of Service Certificates &amp; Pins</li> <li>- Federal Employee of the Year Awards</li> <li>- Certificates of Achievement; Letters of Appreciation, Audie Murphy Inductions</li> <li>- Hail &amp; Farewells (Legacy Awards)</li> <li>- Safety Awards</li> </ul>
Results - 7.3.2 and <i>The Sentinel</i> issues	<ul style="list-style-type: none"> <li>- Service Achievement Medals</li> <li>- Meritorious Service Medals</li> <li>- Legion of Merit Medals.</li> <li>- Outstanding Junior Officer Awards</li> <li>- Good Conduct Medals</li> <li>- Garrison Commander Coins</li> <li>- Army Lapel Pins</li> <li>- Unit Certificates of Achievement</li> <li>- Quality Awards</li> <li>- Retiree Pins</li> <li>- Certificates in honor of community involvement, volunteerism and military spouse achievement.</li> </ul>
Results at 7.3.1 and <i>The Sentinel</i> issues	<ul style="list-style-type: none"> <li>- Commander's Coin for Customer Service Excellence</li> <li>- Yard of the Month</li> <li>- Memento Photos w/CG &amp; CG Coins</li> <li>- Retention Excellence Awards</li> <li>- Length of Service awards (40 years or more)</li> </ul>

**Figure 5.1.1** Awards, Compensation and Recognition

Leaders, managers, and supervisors at all levels stress the importance of recognition by hosting on-site ceremonies, both formal and informal, that reinforce our performance management principles and benchmarking best practices. Outstanding performance is rewarded and recognized. Our cash awards range from \$250.00 to one recent suggestion award for \$4,700.00 that had Army-wide application. Prompt reward and recognition is a definite motivating factor and we feel it is essential for the good of both the employee and the organization.

(5) Our leadership provides information to the workforce through a variety of media to include bulletins, e-mail, briefings, group meetings, town hall meetings, individual counseling, Internet, Intranet and *The Sentinel*.

Our work force is provided Internet extracts that relate to their work. Also, extracts and articles on best practices, employee wellness initiatives, ergonomic advances, personnel rule changes and benefit/entitlement updates are provided. During this assessment cycle, employees were provided copies of the leadership's PR&As.

(6) As part of our on-going Commercial Activities (CA) effort, the SEL and BOD members, in concert with the work force, are taking the Garrison toward Most Efficient Organizations (MEOs) for all **service** providing activities. The need to deliver our **services** as economically as possible is at the heart of our MEO effort. At the same time, however, we must remain fully aware of such factors as our customers' future requirements, the FORSCOM Strategic Plan FY 1999 – FY 2005, The Army's Installation Vision 2010 program and the Federal Government's Workforce 2000 study.

Our future work force must possess the training necessary to use high tech equipment, to be able to work harmoniously with diverse cultures and to be able to accept and work in multi-trade and/or occupational disciplines. To ensure we reach that point, recruiting initiatives have been expanded to reach candidates in the private sector as well as other branches of the Federal government.

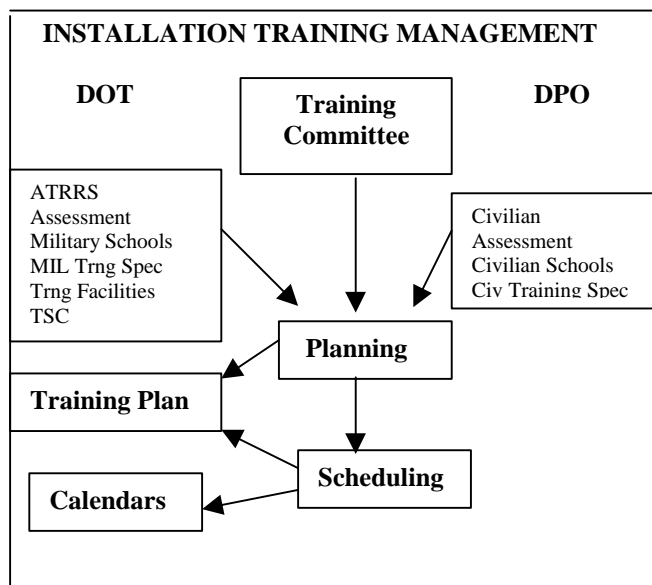
For example, in the event of in-house losses during CA, our Personnel Transition Team has identified possible requirements for contracting officer representatives and project managers to oversee and monitor contract administration and performance. Recent emphasis on electronic commerce and knowledge centric initiatives will eventually require skilled automation technicians and extensive training for those in our work force who have to use the new technologies. As the pace of change increases we expect that needs for many more specialized skills to develop and are ready to meet those needs.

As a component of the Department of Defense, the Department of the Army leads the way in promoting fair work force practices. In addition to our highly regulated business and work environment the Garrison Commander established his ten guiding principles (**Figure 1.1.3**) which incorporates the Army Values (**Figure 1.1.4**). Our work force practices are very successful (**7.3.5** and **7.3.11**).

## 5.2a Employee Education, Training and Development

(1) Educating and training the work force is a strategic performance objective in support of key business process number three (**Overview, Figure 0.2**). The key requirements are periodic career counseling and professional growth opportunities.

The Operations and Training Service Center is our primary proponent for education and training of the work force with support from the Community Activities Service Center which manages the Education Center and the Personnel Operations Service Center which administers both our Military and civilian personnel systems. A training committee, composed of cross-functional members representing all activities, is the key element for administering work force training (**Figure 5.2.1**).



**Figure 5.2.1** Installation Training Management

It is this training committee that conducts our annual training needs survey to identify organizational and work force training needs for the next fiscal year. Working under the general supervision of the co-chairs, the Director of Operations and Training and the Director of Personnel Operations, the committee analyzes training needs for validity, cost, feasibility and sources of training.

Supervisors and employees discuss individual training needs for self-development, new missions and current job enhancements during performance counseling sessions. Directors and their managers prioritize these needs based on their criticality. Funds are allocated within each organization based on these priorities. **Figure 2.2.1** depicts our approach to developing and executing our training mission. Long term organizational and employee training requirements are captured by our higher headquarters and supporting federal agencies. Referred to as the TACITS, the Office of Personnel Management (OPM) conducts a two year training needs survey to identify long range training needs of soldiers and civilian employees.

Reacting to heightened emphasis on the need to train our workforce to meet future employee and organizational requirements, the proponents (OTSC/POSC/CASC) developed and deployed our Training Operations Plan 25-99. This plan focuses on key business process three and supports the Garrison Commander's concept of operations found in our Strategic Business Plan.

**(2)/(3)/(4)** Our overarching goal for employee training is to ensure the work force has the skills they need to be successful in the delivery of service and products to the customer. For our military work force, leaders conduct and arrange for occupational specialty training. Specific training is identified in OERs and NCOERs and during counseling sessions. Our civilian employee system uses a similar approach using counseling sessions and an annual training needs survey. Results are documented as Individual Development Plans (IDP) in their TAPES documentation.

Before the training committee was established, installation training was fragmented and uncoordinated. Training was procured through different vendors on a one on one basis by 18 different Garrison managers. Under our new process, a uniform approach is in place to identify collective needs. Now we can often take advantage of group training at considerable savings, sometimes offering excess training quotas on a reimbursable basis to our tenant activities and/or other Army installations, further reducing the cost to the Garrison.

Electronic government initiatives are also encouraged to meet training needs. A fully operational Distance Learning Center is being established on site to save overhead and travel costs associated with training. Also in the works is an employee friendly computer

based training proposal that will allow the work force to train from their work site or even their home. Many of our Service Center and special staff managers conduct functional, customer **service** and human relations training one afternoon per week. Training is also available on the Garrison closed circuit television station, **Channel 6**. Sets are conveniently located in work areas throughout the Garrison so group training can be scheduled, with minimum lost time, and no cost, at the work site.

**(5)** The Garrison Commander personally greets incoming personnel during our monthly newcomers' orientation hosted by the CASC. He hands out cards detailing the Garrison's vision, mission and goals, explains them and fields questions and encourages the attendees to use our many customer feedback systems. His emphasis is on the importance of **the voice of the customer**.

Representatives from all Garrison service providing activities brief the attendees. Civilian employees are provided a handbook that outlines procedures to be followed for sick and annual leave, suggested work attire and available **services** for assistance in employment related matters. All attendees are presented handouts with points of contact and telephone numbers for personal and family member assistance concerning physical and mental health issues, finances and other support **services**.

Soldiers and civilian employees are required to submit feedback on all training and awareness classes conducted by both on-post and off-post sources. They may use either Customer Comment Cards or specially tailored feedback form employed by the training source. This feedback is used by supervisors to rate the training's effectiveness. If the training was mission related, the supervisor evaluates the training using the employee's ability to apply the skills covered in the training. In some instances, the supervisor evaluates the employee's behavior in relationship to his or her working environment. Feedback is further used by the training committee to validate the effectiveness of the training source used. Diversity training for our soldiers and civilian employees is emphasized by our leadership. As a direct result of the negative publicity associated with incidents of sexual harassment, with racial overtones, at two U.S. military installations in 1998, increased preventive sensitivity and awareness training has been conducted for all our military and civilian employees **(7.3.4 - 7.3.7)**.

**(6)** In 1993, the TAQ movement began in earnest at Fort McPherson. Initially, TAQ training was

conducted by higher headquarters experts for all Garrison leaders, managers and supervisors. These classes were 40 hours in length and covered the basic TAQ concepts. Topics covered were the need for change, how to change, breaking down culture barriers to change and the various tools needed to make the quality journey. Today, Garrison supervisors implement TAQ among the employees in their work centers, supported by trained Quality Specialists in the Management **Services** Division of the Resource Management **Service** Center.

(7) Working with these in-house experts, the supervisors conducted training for the front line **service providers**. Through this training, strategic performance objectives and measures in support of the Garrison Commanders six business goals were successfully developed and deployed at the service provider level. All Garrison employees understand the importance of trend data, comparative data and benchmarking against the best in class. This training and understanding was of particular importance as employees assisted in the development of CA MEOs.

Knowledge and skills on the job are reinforced through recognition of superior performance by awards, positive counseling, mentoring and performance appraisals. Knowledge and skills are further reinforced on the job through customer feedback. Often, when positive and helpful referrals and assistance are provided, customers show their appreciation by providing favorable comments. We encourage our customers to do this.

## 5.2 Employee Well-Being and Satisfaction

### 5.3a Work Environment

Work sites in the Garrison are diverse, ranging from office settings to maintenance, repair and construction facilities. Our strategic business goal number five focuses on the safety of our work force, our families and our customers. We use prevention awareness to encourage safe behavior in each of our employees, to promote individual wellness and to prevent serious injury, loss of life or property damage. All leaders and employees evaluate hazards and safety controls. In the construction business, contracting officer representatives monitor contractors' compliance with OSHA standards. Any unsafe acts or practices are immediately halted until corrective action is taken.

Each Garrison activity has a safety coordinator. These safety coordinators, trained by safety specialists, are in charge of administering the safety programs in their organizations. They conduct periodic and random checks for work hazards, hazardous materials and unsafe employee behavior.

The total safety responsibility was recently brought under one **service** center, the Public Safety Service Center. This combined the safety and occupational health programs, including Workers' Compensation, fire protection and prevention and law enforcement. Combining and focusing our safety efforts has resulted in excellent synergy that has led to the positive results shown at 7.3.8. Garrison leaders emphasize individual fitness and well being for all soldiers and civilian employees. The Garrison routinely conducts on-site free health screenings, health awareness training and offers admission free sessions at the fitness centers. Because of the importance of physical and mental health, health screenings are also open to our Military retiree customers. At **Figure 5.3.1** are our safety initiatives, prevention measures and wellness programs, services and activities that enhance soldier and employee well being.

### 5.3b Employee Support Climate

(1) Our SEL places a high priority on the availability of first choice support **services**, facilities, activities and programs for all our external customers, as well as our internal customers, i.e., our Military and civilian work force (**Figure 5.3.2**). For example, in Fiscal Year 2000 construction will begin on a world class fitness center, to replace the outdated gymnasium at Fort McPherson. This facility was not originally planned for funding in FY 00. Once this requirement was identified, however, intensive efforts on the part of the Garrison Commander to convince higher headquarters of the benefits of such a facility at Fort McPherson ultimately resulted in it being included in the FY 00 funded program as a Congressional add.

(2) In this state-of-the-art facility programs and equipment will be available for all customer and work force categories, from retirees and civilian employees who may be interested in low impact aerobics to young athletic soldiers interested in the most strenuous of activities. This will be in keeping with our long-standing policy of offering a wide variety of activities for all segments of both our

customer base and our work force. Golf, bowling, basketball, volleyball, tennis, softball, flag football and more are offered. At work sites where peak

physical fitness is part of the job requirement, such as our fire stations, areas are set aside on-site for physical fitness equipment.

Safety Program	Safety Support Initiatives	Objectives
1. Employees & Family Injury and Illness Prevention	Risk Management Analysis System; Unit Safety Coordinator; Safety Briefings and Vehicle Safety Inspections; Installation Safety Stand-Down Day; Daily Weather Updates/Warning System, Civilian Injury Reduction Team; Lead Abatement Program; Ergonomics Program; Blood Borne Pathogens; Confined Space Program; Respiratory Protection Program; Personal Protective Equipment; Lock Out/Tag Out; Force Protection; Mobilization Plans; Range Operations; Spouse Abuse Prevention; Child Abuse Prevention; Child Safety Training; Parenting Adolescents Training; Managing Stress Training; Managing Anger Training	<ul style="list-style-type: none"> <li>- Reduce lost time rate to 2.5</li> <li>- Reduce CRCP cost 10% per year</li> <li>- Implement Sound Principles of Risk Mgmt</li> <li>- Create Prevention, Awareness and Accessible Reporting &amp; Notification Process</li> </ul>
2. Fire Prevention and Protection	Fire Prevention; Fire Presence; Hazardous Material Response; Confined Space Rescue, Hazardous Material Training	<ul style="list-style-type: none"> <li>- Reduce Fire Response Time (3 Minutes or Less)</li> <li>- Reduce Recurring Fire Hazard Violations 5%</li> </ul>
3. Law Enforcement	Rolling Patrols; Gate Inspections; Local Civilian Partnerships; Mock Exercises; Law Enforcement Competitions; Canine Patrols; Crime Surveys	<ul style="list-style-type: none"> <li>- Deter Terrorism</li> <li>- Reduce Violent Crime 5%</li> <li>- Reduce Property Crime 5%</li> <li>- Reduce Physical Security Violations 10%</li> <li>- Create Threat Free Environment</li> </ul>

**Figure 5.3.1** Safety Program Initiatives

Supervisors permit employees to use flex-time work schedules to get physical exercise during the day. In most cases, the work force can take advantage of the support **services** available to them without charge to leave, e.g., EEO, EO, IG, Civilian Personnel, etc.

We are extremely proud of our Employee Assistance Program (EAP). The EAP is available on a voluntary basis or through command intervention. The EAP **service providers** are highly trained and dedicated to helping employees with problems such as substance abuse, depression and any personal problems that could effect their performance or well-being. These **services** are rendered in-house or through out-side referral, depending on the severity of the problem.

### 5.3c Employee Satisfaction

(1) The well-being, satisfaction and motivation of our work force is of prime concern to our leadership and to every director, manager, supervisor, soldier and civilian employee. The methods we use to provide safe and healthful work environments are systematic, comprehensive and prevention-based. The well being of those around them is a primary and fundamental responsibility of employees and supervisors at all levels. To identify improvement priorities, we recently conducted an organizational climate survey. The leadership is using the results to measure the health of the working environment from the perspective of the work force.

For military members of the work force in particular, the leadership uses feedback from the Consideration of Others (CO2) program. It focuses on small group discussions on a variety of topics concerning relationships and diversity issues.

Garrison leaders know that employee satisfaction is a key component in providing excellent customer **service**. A well-motivated and justly rewarded **service provider** will always present a positive attitude and deliver customer **service** excellence.

<b>Services, Facilities &amp; Activities</b>	<b>Military Eligible</b>	<b>Civilian Eligible</b>
Employee Assistance Program	X	X
Army Career & Alumni Program	X	X
Child Development Center	X	X
Golf Course	X	X
Bowling Alley	X	X
Mental Health Services	X	X
Health, Dental Clinic & Pharmacy	X	
Library	X	X
Commissary & Post Exchange	X	
Tennis Courts	X	X
Community Clubs	X	X
Housing Referral	X	X
Recreational Facilities	X	X
Financial Counseling	X	X
Family Advocacy Program	X	
Army Emergency Relief	X	
Law Enforcement	X	X
Suicide Awareness & Prevention	X	X
Optometry (Occupational for Civ)	X	X
Relocation Assistance Program	X	X
Exceptional Family Member	X	
Army Family Team Building	X	X
Foster Care	X	
Outreach Program	X	X
American Red Cross	X	X
BOSS Program	X	
Lending Closet	X	X
Education Training	X	X
Sponsor Training	X	X
Income Tax Services	X	X
Legal & Ethics Advice	X	X
Legal Assistance & Services	X	
Laundry & Dry Cleaning	X	X
Service Station	X	
Auto Crafts Shop	X	X
Travel Planning	X	X
Banking Facilities	X	X
Maintenance Services	X	
Photography Studio	X	
Drug & Alcohol Treatment	X	X
Parks & Recreational Areas	X	X
Gardening Equipment	X	
Family Member Employment	X	X
Special Events Ticket Purchases	X	X
Workplace Wellness Focus Grp	X	X
Consumer Affairs	X	X

**Figure 5.3.2** Facility Eligibility

The results of our latest climate survey are at **7.3.11**. Considering on-going CA studies, which could impact the majority of our work force, our employees are generally satisfied and express confidence in our Garrison leadership.

(2) The real test of employee satisfaction lies in daily interaction with co-workers, supervisors, and the customer. Often, though, employees may mask their true feelings. For this reason, managers are encouraged to “manage by walking around” to observe behaviors.

Some of our managers and supervisors invite their employees to lunch. By creating a comfortable and relaxed atmosphere, employees are more inclined to express their true feelings to a trusted team or work leader.

(3) The leadership is sensitive to the needs of our diverse work force. Throughout the year, ethnic observances are held with heavy leadership emphasis and personal involvement. Guest speakers of high public visibility from the surrounding business communities are invited to participate in these observances and share their personal experiences. For example, Brenda Wood, one of our most popular Atlanta television news anchors was guest speaker at our 1999 Black History luncheon where she shared her approach to setting and reaching personal goals.

Employees participate in ethnic observances in the surrounding communities at no charge to leave. Our leadership provides round trip transportation at no expense to the attendee. We hold eight ethnic observances each year. They are well publicized in ***The Sentinel***, on our electronic bulletin boards, at weekly staff calls hosted by the SEL, on the master activities calendar published by the Operations and Training **Service** Center and are actively promoted by our Equal Opportunity Office.

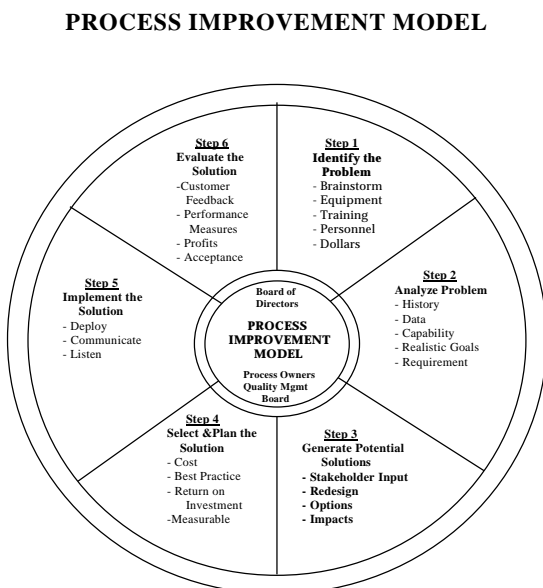
## 6.0 PROCESS MANAGEMENT

The Garrison's process management focus is business based and customer oriented. Our theme is doing things more economically, more efficiently and with single minded attention to our customers' requirements. In our day-to-day activities we are driven to evaluate our progress in managing our processes and **services**. Our Garrison Commander's approach to process management focuses on reengineering, implementation and evaluation.

### 6.1 Design Processes

#### 6.1a Product and Service Processes

(1) and (2) We use several models in the design of our product and **service** processes. At the macro level we utilize the Garrison Leadership System (GLS) **Figure 1.1.1**, the Strategic Planning Process (SPP) **Figure 2.1.1** and the Annual Strategic Business Planning Cycle (ASBPC) **Figure 2.1.2**. At the micro level, we use the Process Improvement Model (PIM) (**Figure 6.1.1**) as our main tool to adjust and improve our products and **services**. By using the PIM, we ensure systematic process design, improvement and implementation. The PIM is particularly useful to PATs.



**Figure 6.1.1** Process Improvement Model (PIM)

Like successful businesses in the private sector, our Garrison leadership uses market knowledge and customer feedback to drive our design of products and services. Within the Garrison, the leadership is aware of dwindling operating dollars, congressional influences to down-size and the trend to privatize or out-source traditional government functions. In response, our Garrison Commander took a pro-active approach by first redesigning and then reengineering his six key business processes using his unique **service** center concept.

The cornerstone of our **service** center concept is to streamline and co-locate related functions into our six **Service** Centers, to make it easier for our customers to do business with us. Concurrently, this redesign, coupled with our process reengineering efforts, created work environments that are more conducive to productivity and job satisfaction for our work force. As an example, since the co-location of all personnel related activities in the Personnel Operations **Service** Center, workers can resolve issues or problems instantaneously. Under the previous design, extensive phone calls were necessary when unforeseen problems arose. This resulted in unnecessary delays for both our customers and our work force.

The design of our products and **services** is influenced by ever changing customer and market requirements. Survey feedback, and customer comment card feedback, validates our approach to design and redesign. Opinion surveys tell us that today's customers live in a fast paced environment. They want to be **served** in the most expeditious manner possible and expect quality products and **services**. Our **service** center concept delivers.

Our 1999 Winter Strategic Planning Off-Site was used to validate our **service** center design for eventual approval by higher headquarters.

(3) The co-location of several related activities in our one-stop in/out processing operations facilitated a value-added automation technology initiative. In this instance, our **service** center cornerstone, aligning and streamlining related functions, led naturally to a best practice approach, an important part of step 4 of our PIM. In our POSC, we now have a Local Area Network (LAN) to connect all in/out-processing stations together. The LAN allows each station to track the number of in/out processing customers each day, to record the ABM workload associated with each customer and to easily prepare the associated documentation.

Recent emphasis on creating a paperless work place through electronic commerce plays heavily in our design process. Number six of the Garrison Commander's "**Super Six**" performance imperatives (**Figure 1.1.2**) also aligns with this concept. Recently, a Garrison Intranet has been created which, among other things, will contain our PR&A. This alone will save approximately 14 reams, or 6800 sheets, of paper per year.

(4) Our POSC design process required extensive research and analysis by a high level PAT with cross-functional front line **service** providers. The concept, based on best practices, was to design work flow to meet the Garrison Commander's theme of doing things more economically, more efficiently and with greater customer focus. Our **service** center concept provides quality **services** by reducing cycle times (**7.2.1 and 7.2.2**). We monitor, identify and control cost (Category **7.2**) by using ABC/SBC as a management decision tool. We centralize **services** for the convenience of the customers and at the same time we improve workflow for the worker. Listed at **Figure 6.1.2** are examples of **service** center efficiencies for POSC.

<b>Personnel Operations Service Center (POSC) Efficiencies</b>	
One-Stop Shop	Reduced customer in/out processing footsteps from 178,000 to 935; reduced customer waiting times by offering group counseling vs. one-on-one for transportation, pay/entitlements and orientations.
Alignment and Streamlining of Functions	Military/civilian personnel, Equal Opportunity/Equal Employment Opportunity, Retention
One Human Resource Focus and Direction	Manageable span of control; single source for <b>all</b> human resource management
Budgeting/Cost Accounting Efficiency	Allows ABC/SBC to capture costs of similar functions across <b>service</b> lines; leverages the formal MEO cost estimating process
Eliminates Non-Valued Added Tasks	Removes ancillary responsibilities of five managers
Operating Cost Savings	Direct Savings - \$85,100 Cost Avoidance - \$713,900
Customer Savings	\$2,574,687

**Figure 6.1.2** POSC Efficiencies

(5) Our PAT members validate key operational performance requirements during the initial stages of our PIM. Our operational requirements are generally determined, and linked to the strategic performance objectives, under our balanced score card approach (**Figure 4.1.2**) in support of our Garrison goals. In other cases, process owners, during the initial stages of process redesign study via PATS, seek input from suppliers and other support owners who are part of our production or delivery chain.

(6) In some of our design improvements, it is not possible to pre-test the introduction of an improved **service** or delivery technique. When possible, however, we do pre-tests on equipment or technology that are part of the redesign. For example, the LAN used in sharing and connecting in/out-processing stations was tested before its activation in POSC. Actual front line **service providers** were operating the equipment as technical LAN personnel were standing by to respond to any hardware/software problems.

We also use historical data and best practices studies as means to pre-determine the applicability, usefulness and potential problem areas of process redesign introduction. For example, the ISSC implemented an automated telephone call-in system that allows family housing customers to report problems after hours, with an anticipated response the next business morning. With this system in place, ISSC personnel call the customer back the next business day to obtain important diagnostic information in preparation for the maintenance visit. The responsibility is properly placed with the **service provider**, rather than the customer.

## 6.1b Production/Delivery Processes

(1) The customer continues to be the main focus in the delivery of our products and services. To ensure customer satisfaction, organizational efficiency and worker satisfaction, we have established key measurements and control strategies to support our key processes (**Figure 6.1.3**). During PR&As, our SEL is able to analyze trend data compared to where we are today, determine how we are performing against Army or local standards and see at a glance where we stand compared to our goals.

(2) Our means of ensuring that key performance requirements are met is through the use of customer feedback, our hot line, supervisory observations,

employee observations, quarterly PR&As, profit and loss reports, council meetings and flash reports.

(3) Our key performance measures and indicators for control and improvement of processes are found at **Figure 4.1.2**. Real time customer input is sought chiefly through the use of customer comment cards and meetings with our on-site suppliers such as AAFES, DeCA and the Health/Dental Clinics. Under our customer **service** standards initiative currently under development, (**Figure 3.2.2**) , customer input will also be captured in real time as the transaction occurs.

(4) We keep abreast of best practices and best in class businesses with similar working environments to continuously improve our processes and products. Best practices web pages are routinely searched as well as quality magazines such as the **Quality Digest** and the **Quality Management Journal**. Our RMSC quality specialists routinely provide written extracts to activities through normal distribution channels or electronic mail. This information is also shared during off-site strategic planning sessions.

Key Processes	Customer/Operational Requirements	Measures/Control Strategies
Provide Positive Command Climate	<ul style="list-style-type: none"> <li>- Mgmt/Empl Relations</li> <li>- Labor and Management Partnerships</li> <li>- Consideration of Others</li> <li>- Morale and Esprit Initiatives</li> <li>- Discipline</li> <li>- Reward and Recognitions</li> <li>- Training</li> <li>- Job Security</li> <li>- Motivation</li> </ul>	<ul style="list-style-type: none"> <li>Complaints</li> <li>Grievances</li> <li>ULPs</li> <li>Climate Surveys</li> <li>Employee Satisfaction</li> <li>Referrals to Counselors</li> </ul>
Maintain Resources	<ul style="list-style-type: none"> <li>- Customer Expectations</li> <li>- Responsiveness</li> <li>- Timeliness</li> <li>- Cost Effectiveness</li> <li>- Regulatory Compliance</li> <li>- Quality of Service</li> </ul>	<ul style="list-style-type: none"> <li>- Customer Satisfaction Ratings</li> <li>- Regulatory Compliance</li> <li>- Energy Cost Reduction</li> <li>- Response/Completion Times</li> <li>- Reduction of Overhead Costs</li> </ul>
Synchronize Installation Operations and Training	<ul style="list-style-type: none"> <li>- Customer Expectations</li> <li>- Adequate Support</li> <li>- Readiness</li> <li>- Availability of Resources</li> </ul>	<ul style="list-style-type: none"> <li>- Customer Satisfaction</li> <li>- MOI Costs</li> <li>- Validation of Plans</li> <li>- Supply Costs</li> <li>- Process Costs</li> </ul>
Manage Resources	<ul style="list-style-type: none"> <li>- Savings/Cost Avoidances</li> <li>- Operating Funds/Reimbursements</li> <li>- Operating Efficiencies</li> <li>- Customer Service Excellence</li> <li>- Status Reports</li> <li>- Regulatory Compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Expenditure Rates</li> <li>- Flash Reports</li> <li>- Support Agreement Mgmt</li> <li>- OSA and Customer/Employee Feedback</li> <li>- TDA Management</li> </ul>
Provide Physically Safe and Secure Environments	<ul style="list-style-type: none"> <li>- Threat Free Environment</li> <li>- Responsiveness</li> <li>- Courteous Services</li> <li>- Preventive Programs</li> <li>- Safety and OSHA Compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Injuries</li> <li>- Crimes</li> <li>- Resolution of Crimes</li> <li>- Prevention Inspections</li> <li>- MP/Fire Response</li> </ul>

**Figure 6.1.3** Key Processes, Customer/Operational Requirements and Measures/Control Strategies

## 6.2 Support Processes

### 6.2a Support Processes

We design, manage and improve our Garrison support processes in the same way as our key processes. We develop and improve them based on either significant mission changes, a service quality

shortcoming, a noted best practice application or the voice of the customer (**Figure 3.1.2**).

(1)/(2)/(3) Our key support processes and their key requirements are linked to our goals (**Figure 6.2.1**). Their requirements parallel the requirements established for our goals or key business processes. Our Garrison Commander personally selected these

support processes to identify the elements necessary to support our six goals. Although some of the core key requirements of our support processes stem from laws or regulations, our leadership often identifies additional requirements specific to a targeted performance objective. For example, in our legal **services** support process, customers complained of long waits to obtain appointments. In response to voice of the customer, one day each week is set aside for walk-in clients. Listening and learning approaches mirror those for key business processes. Our support processes are tracked, compared and goal driven the same as our key processes.

**Figure 6.2.1** shows how our support processes are linked to our garrison goals.

Using the performance requirements shown in **Figure 6.2.1**, we measure our support processes in the same manner as our key processes. We concentrate on flexibility, timeliness, quality, responsiveness and economy. Our performance measures let us to track progress and implement continuous improvements to make our six key processes and forth-one support processes more economical, efficient and customer focused. Customer feedback indicates that most expect fast **service**, good prices, quality products, responsiveness, flexibility and a safe, wholesome, uncluttered, threat-free environment in which to live, work, play and be **served**.

Goals Figure 0.1	Key Support Processes	Performance Requirements
<b>1</b>	Equal Opportunity; Legal & Financial Assistance; Spiritual Assistance & Support; Wellness & Fitness; Human Relations & Personnel Support; Medical & Dental Readiness	Accurate, Timely, Quality Oriented; Compliant; Available; Reliable; Courteous; Technically Competent; Informative; Responsive; Considerate; Flexible
<b>2</b>	Logistics & Maintenance; Post Appearance; Stewardship of Environment; Historic Preservation; Construction	Quality Oriented; Cost Effective; Timely; Technically Competent; Design Conscious; Informative; Compliant; Knowledgeable; Quality Oriented; Courteous; Flexible
<b>3</b>	Intelligence Support; Personnel Security; Information Operations; Training; Installation Operations; Mobilization & Deployment Support	Accurate; Informative, Compliant; Available; Efficient; Accessible; Courteous; Responsive; Classes Available; Cost Effective; Quality Oriented; Timely; Funding
<b>4</b>	Programming/Budgeting; Management Analysis; Strategic Business Planning; Accounting Liaison; Financial Execution/Monitoring; Activity Based Costing; MEO Development; Auditing; Manpower Management; Customer/Comment Cards; Resource Management Automation; Surveys	Leadership Driven; Business Focused; Pro-active; Innovative; Knowledgeable; Accurate; Timely; Aware; Courteous; Sense of Urgency; Compliant; Analytical; Informative; Reliable; Continuously Improving; Quality Oriented; Cost Effective
<b>5</b>	Physical Security; Force Protection; Fire Safety; Safety & Risk Management; Emergency Response; Law Enforcement; Crime Prevention	Courteous; Available; Responsive; Timely, Knowledgeable; Quality Oriented; Technically Competent; Compliant; Flexible; Funding
<b>6</b>	Clubs & Activities; Outdoor Recreation; Community Services & Family Support; Child Care & Youth Activities; Sports Activities	Guidance & Policy, Cost Efficient; Best customer Value Conscious; Quality Oriented; Considerate; Courteous; Available; Cost Efficient; Flexible; Accredited; Responsive; Timely; Accessible

**Figure 6.2.1** Garrison Goals and Key Support Processes

(4) and (5) Our leadership monitors our support processes in much the same way as our key processes. The leadership attends meetings and chairs forums such as BOD meetings, PR&As, Program & Budget Advisory Committee Meetings, Garrison Commander's Weekly Staff Meetings, Tenant Commander's Meetings and The

Commander's Semi-Annual Off- Site Conferences. We assess our support processes by comparing business results against our goals and performance objectives.

We conduct customer surveys and measure our performance to better assess and improve support processes. Also, our leadership, operating managers

and front line **service** providers assess day-to-day operations through customer hot line feedback, managing by walking around and real time feedback obtained during actual customer transactions.

Our PATs continue to be our re-engineering agents often using the PIM (**Figure 6.1.1**) as a tool to evaluate and suggest improvements to support processes. Our improvement initiatives are based on best practice studies, benchmarks, the use of MACOM or Army standards, internal goals and changing customer or operational requirements.

Many of the redesigns noted in our key processes are also important to this section because of the overlap of our internal and external customers and how we support both. Examples of support process improvements during this assessment cycle are:

**Training:** As one of our support processes, training is essential to our workers' personal development as well as to their ability to deliver excellent customer **service**. We have made significant progress in redesigning the deployment of training across the garrison. Our training committee is co-chaired by the Director of Operations and Training and the Director of Personnel Operations. As a result of this joint endeavor, a comprehensive training program has been published under the **Training Operations Plan 25-99**. The plan's administration and oversight are assigned to a team of cross-functional committee members. The plan describes a four-phased process of identifying all training requirements, collecting data on sources of training, analyzing and publishing a training calendar and assessing course designs and returns on investment. The plan is a nuts and bolts description of training considerations that has been deployed throughout the Garrison.

**Customer Comment Cards (CCC):** Customer feedback is now forwarded directly to the process owner. While copies of CCC are being provided to the SEL, process owners can carry out their ownership roles and respond more quickly to customer complaints and suggestions. This improvement has reduced cycle time by 30 days.

**Resource Management Automation:** Accounting reports are now on the LAN. The former practice involved one RMSC employee traveling, loading, unloading and distributing boxes of 3-6 inch reports

for approximately 75 organizational customers who then traveled to pick them up. Customers now view

and/or download financial data at their convenience from their offices.

**Commercial Activities:** For ISSC, we are using oral presentations to select our best value bidder. This produces rapid information interchange not possible by simply reviewing written proposals. This process improvement should benefit future ISSC operations.

## 6.3 Supplier & Partnering Processes

### 6.3a Supplier & Partnering Processes

Our supplier/partners are either private businesses or DOD/DA organizations located on our installation. They provide a wide variety of products and **services** such as supplies, equipment, financial data administration, retail food/beverage products, medical care and treatment, pay and entitlement administration, transportation and housekeeping. Their products and **services** support our mission, our goals and our supporting performance objectives.

(1) During this assessment cycle, we have instituted a new initiative to track supplier/partner performance (**7.4.1 - 7.4.13**) and build relationships with them. Some of our supplier/partners and their products, **services** and standards are listed at **Figure 0.8** and **Figure 6.3.1**.

(2) Our supplier/partner performance requirements are written into business contracts or captured in support agreements managed by the RMSC. **Figure 6.3.1** identifies examples of key supplier/partners, their requirements and measures/control strategies.

(3) In some instances we perform quality assurance inspections while products and **services** are being delivered. In these cases, feedback on performance is provided to supplier/partners by on-site inspectors. Our customers, the end users of our supplier/partner products and **services**, provide the most important feedback however. This feedback is collected using Customer Comment Cards, Garrison Commander Hot Line calls and during annual surveys. We also work directly with our on-site supplier/partners such as AAFES, the Commissary and MEDCOM. Our expectations concerning their **service** and product delivery are based on industry standards, best in class where applicable, DA averages when available and our own internal standards. We provide them with detailed customer information and feedback.

Supplier/Partner	Product	Requirements	Measures/Control Strategies
AAFES	Retail Sales Food Services	Item availability; Competitive prices; Convenient Hours; Quality products	Customer Satisfaction Index
DeCA - Commissaries	Groceries	Item availability; Competitive prices; Convenient Hours; Quality products	Customer Satisfaction
MEDCOM	Medical Care and Treatment	Cost Effectiveness; Timely Delivery; Quality Products; Availability	Customer Satisfaction
Defense Finance and Accounting Service	Military/Civ Pay Accounting Admin	On -Time Pay and Leave Records; Accurate Accounts; Communication	Customer Satisfaction
WORKTEC	Custodial	Timely Delivery, Completeness	Percentage of Requirements Met
Department of Labor	Workers' Compensation Entitlements	Timely Delivery; Communication	Customer Satisfaction
Booz Allen & Hamilton	Automation Support	Quality; Compatibility; Prompt Response; Current Technology	Quality of Support Index
Red Ball Carrier	Packing and Delivery of Household Goods	Convenient Schedules; On-time Pickup and Delivery; Safeguarding Property	Percentage of Satisfied Customers
Carlson-Wagonlit	Official & Leisure Travel Arrangements	Best Value; Scheduling; Accommodations	Customer Satisfaction Index

**Figure 6.3.1** Supplier/Partner Measures/Control Strategies

(4) Contractor performance records for external business entities are prepared and maintained by the contracting officer's representatives. We use these performance reports when evaluating a supplier for best value approach and factors other than price, such as past performance/technical competence. We use the DOD Central Contractor Registration database to share supplier information, including past performance. All contractors must register in the database to be considered for defense contract work.

To the maximum extent possible, we use our government credit cards for the purchase of products. The end user can normally purchase items less than \$2,500.00 by this means. This process reduces purchase and delivery times. Each credit card holder negotiates directly with the vendor or supplier. The Atlanta Area Contracting Officer conducts periodic refresher training in the use of the credit card and changes to federal acquisition laws.

(5) Supplier/partners are invited to attend the Garrison Commander's weekly staff meeting and strategic planning sessions to participate and understand our operating culture. Our vision, mission and goals cards are shared with our supplier/partners with open discussions on

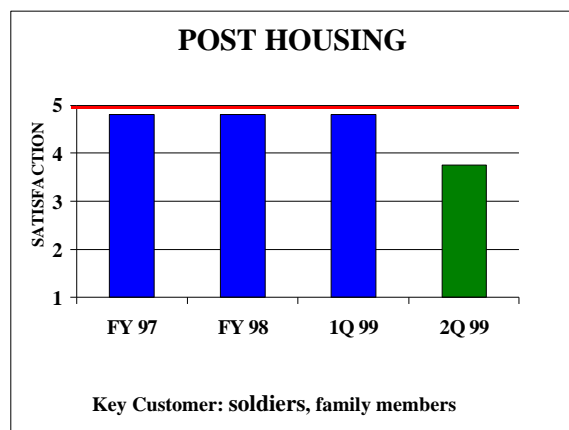
developing healthy relationships for the benefit of all. In some cases, contracts are written for optional renewal, meaning contract renewal is automatic if the previous year's performance has met all of the intended requirements.

(6) To improve our supplier/partner process, the SEL has established a civilian position in the RMSC Management **Services** Division to monitor the overall supplier/partner process. This action was necessary due to the increased number of contractors, vendors and **service providers** operating at Forts McPherson and Gillem. Presently there are approximately 80 plus supplier/partners, many who provide similar **services** or products. The new position will be responsible for collecting all supplier requirements for our major organizational customers. Rather than having separate contracts for similar **services** and products, efforts will be made to consolidate the requirements. This will allow us to better manage our processes with fewer contracts and open the door for more competitiveness in the bidding process.

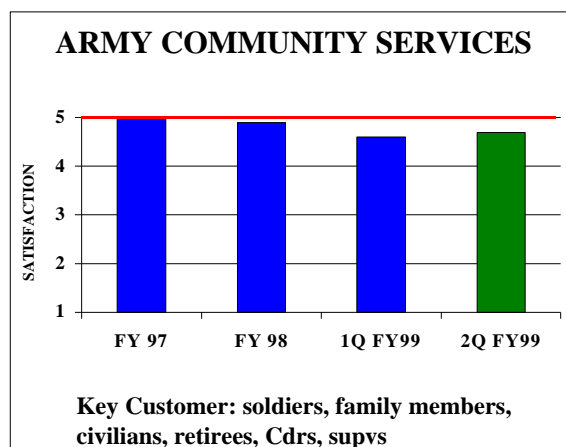
**Category 7.0. Business Results.** Four color schemes have been used throughout Category 7 to facilitate viewing and interpretations: Blue • trend data; Green • current performance data; Orange • comparative data; Red • intended target or goal. Unless otherwise designated, the goals have been set internally by our leadership. Performance and satisfaction levels/ratings identified in the axis are based on a numerical rating of 1 (lowest) to 5 (highest) or 1 (lowest) to 10 (highest) as indicated on the chart.

We have responded to last year's assessment findings by including soldier statistics in 7.1 and 7.3; capturing supplier-partner performance in 7.4; and, identifying and using comparative and benchmark data when possible.

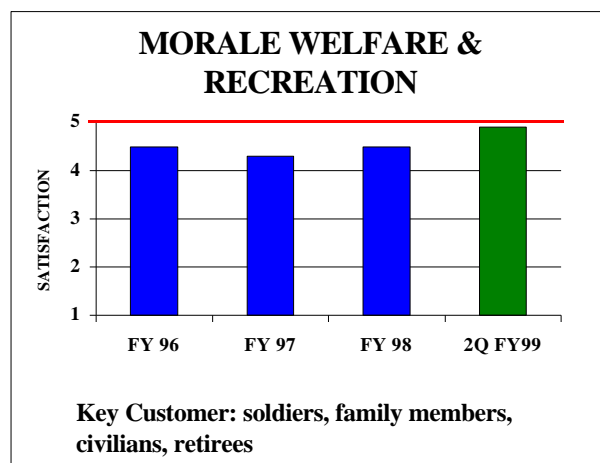
**7.1 Customer Focused Results.** We have chosen the service providers at Figures 7.1.1 through 7.1.10 as the most used or visited customer-service oriented activities. These activities reach out and touch our customers' QOL and well-being.



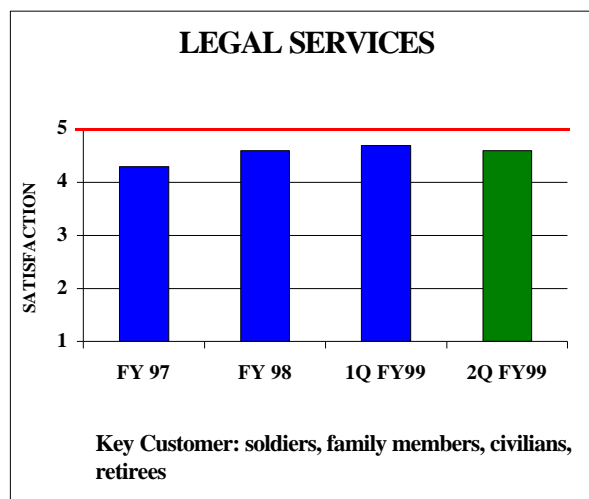
7.1.1



7.1.2



7.1.3



7.1.4

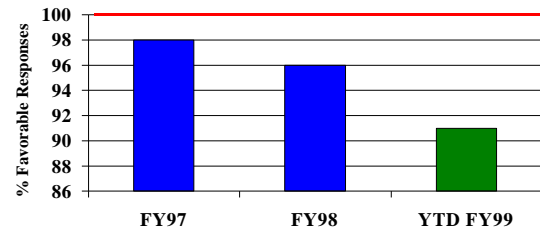
**1998 Army-wide Chief of Staff  
Award for Excellence in Legal  
Assistance**  
(4th Consecutive Award)



Total value of services \$313,047.00

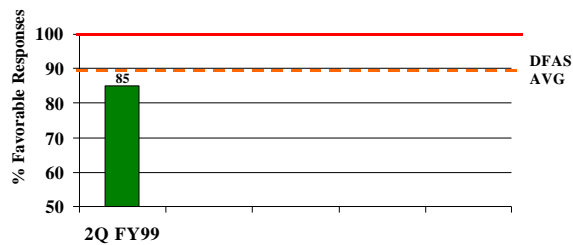
7.1.5

**CHILD CARE**



7.16

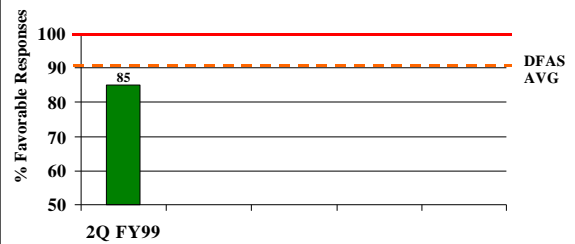
**MILITARY PAY SERVICES**



Customers: soldiers, Cdrs, supvs  
- Trend data not available this assessment

7.1.7

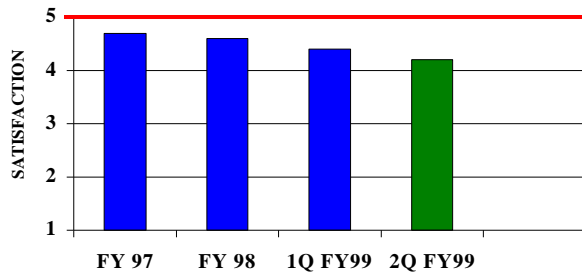
**CIVILIAN PAY SERVICES**



Customers: workforce civilians, supvs, mgrs.  
No trend data this assessment

7.1.8

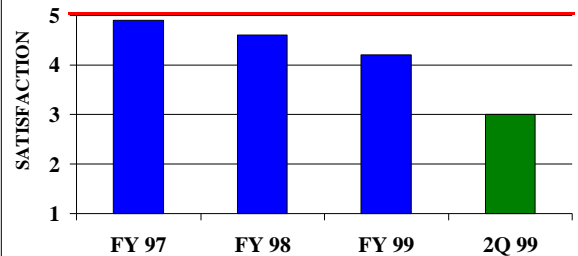
**MILITARY PERSONNEL  
SERVICES**



Customer: soldiers retirees, Cdrs, supvs

7.1.9

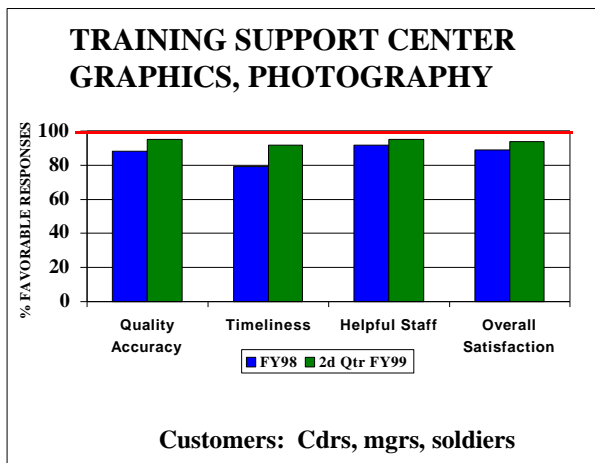
**CIVILIAN PERSONNEL SERVICES**



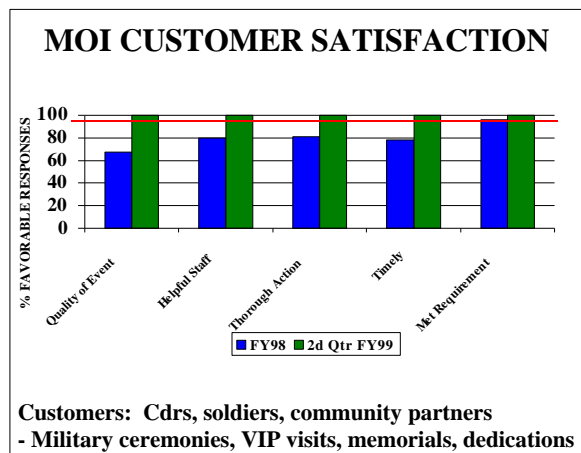
Customer: civilian workforce, Cdrs, mgrs, supvs

7.1.10

Figures 7.1.11 and 7.1.12 are performance indicators of two key service providing activities used by all of our organizational customers. The services provided are unique to our military culture.

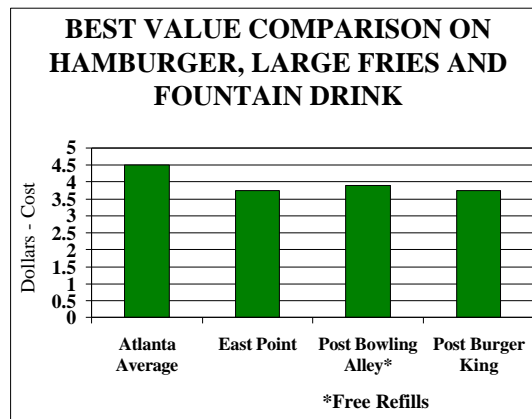


7.1.11



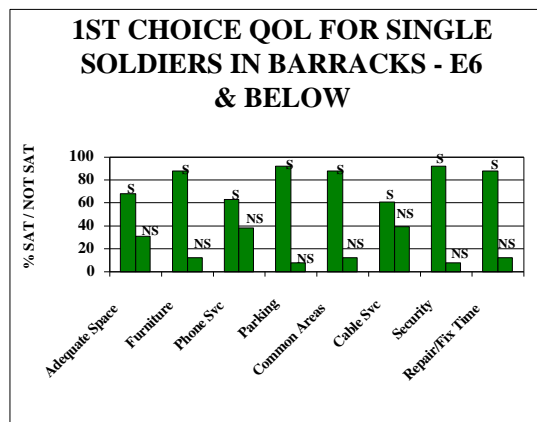
7.1.12

Figure 7.1.13 is a competitor comparison of a “fast food “ variety. We try to beat/match our off-post competitor’s prices to sustain our MWR dividends while offering a good value to our customers.

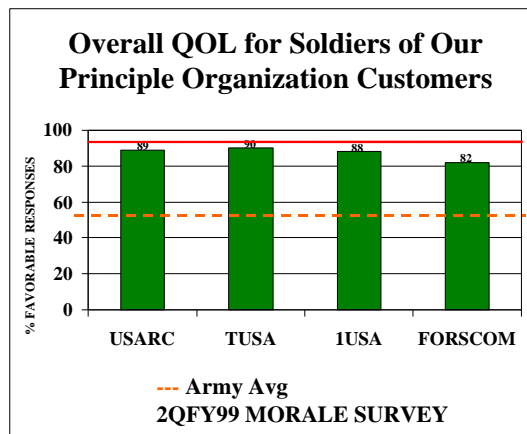


7.1.13

Figures 7.1.14 and 7.1.15 represent QOL satisfaction determinants for soldiers. QOL issues weigh heavily on retention considerations, morale, and motivation. Our leadership is working the dissatisfiers identified in 7.1.14.

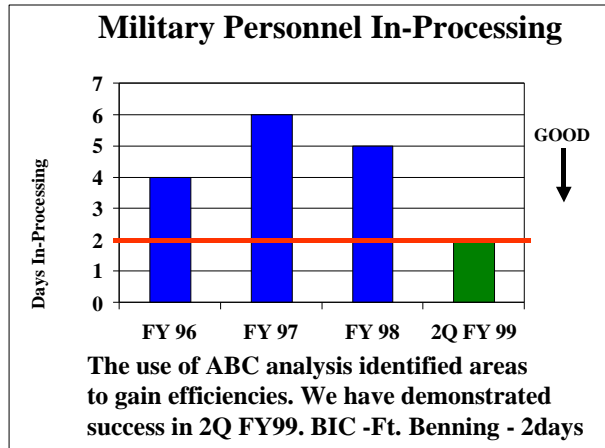


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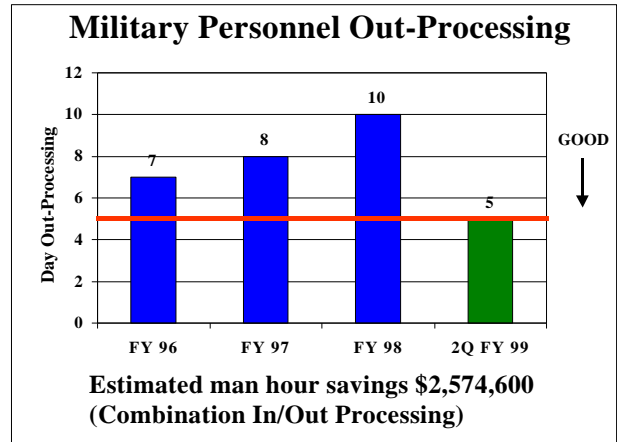


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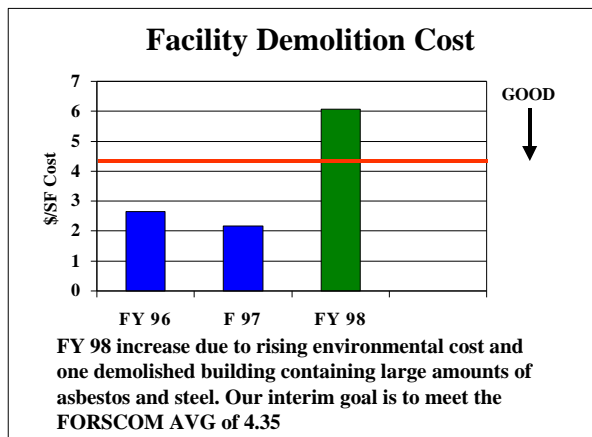
**7.2 Financial and Market Results.** Figures 7.2.1-7.2.10 represent new financial activity measures to capture the real cost of doing business. Using the principles of Activity Based Management (ABM), managers can now identify non-valued added costs and layers of bureaucracy through process analysis. The leadership can use ABM as a decision making tool to concentrate more dollars toward the enhancement of customer focused processes. Our managers have identified high cost processes to study during the initial application of ABM.



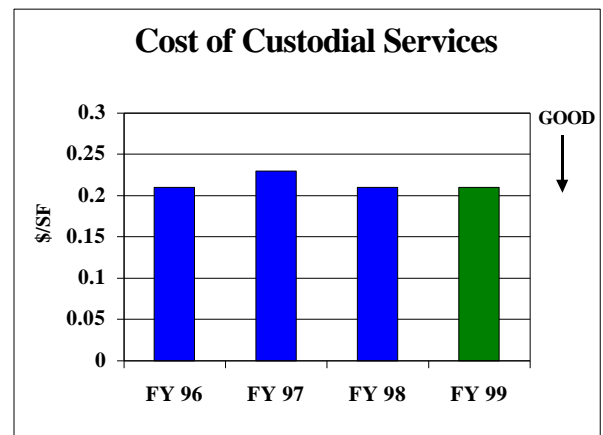
7.2.1



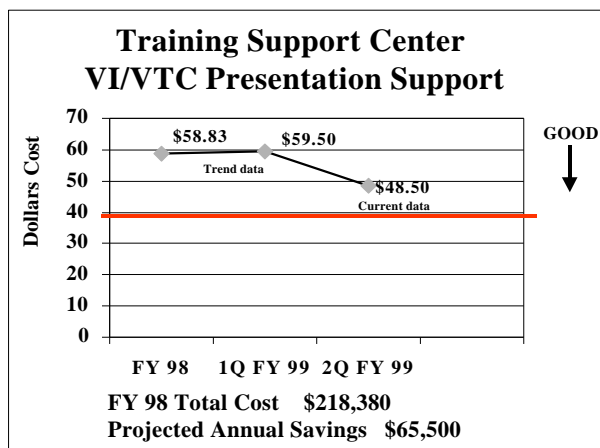
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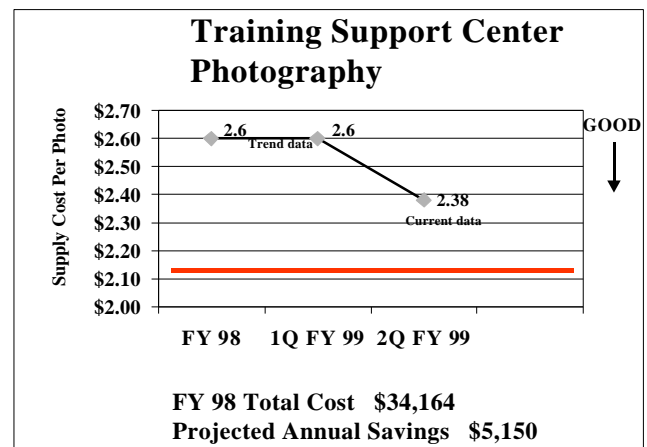
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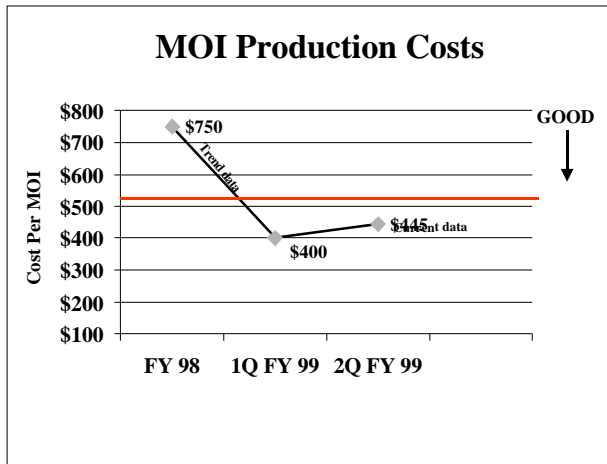
7.2.4



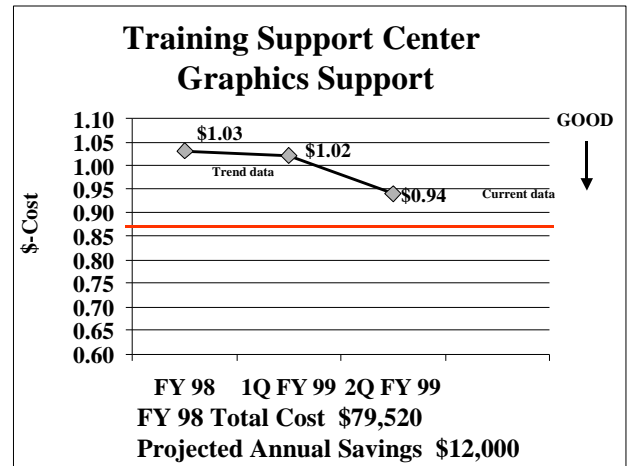
7.2.5



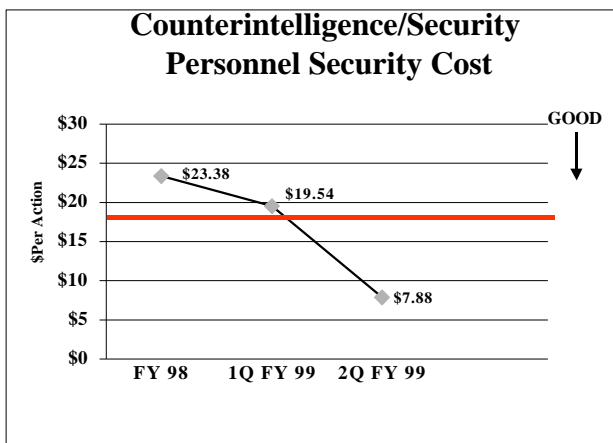
7.2.6



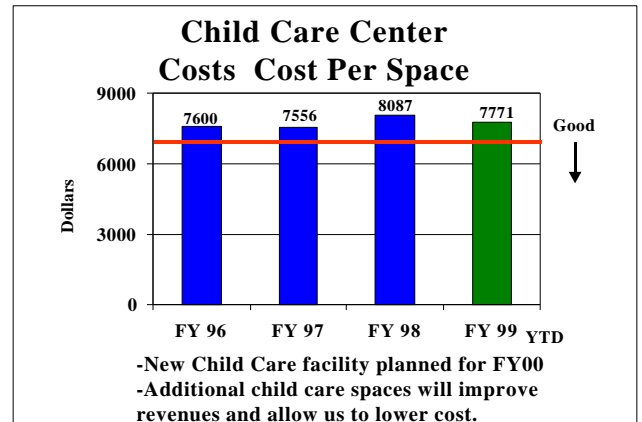
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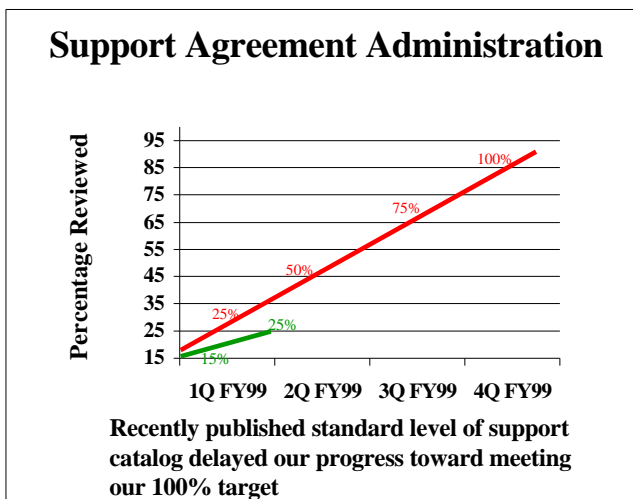


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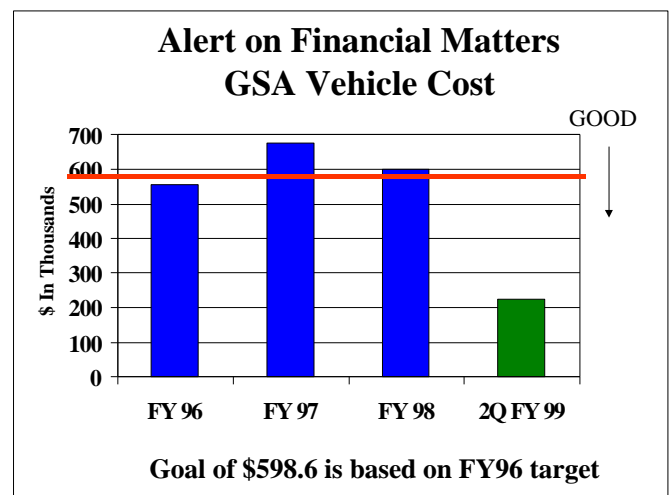


7.2.10

Figures 7.2.11 through 7.2.14 are overall management and financial measures for the Garrison. Responsibility for monitoring and reporting rests with the Director of Resource Management Service Center.

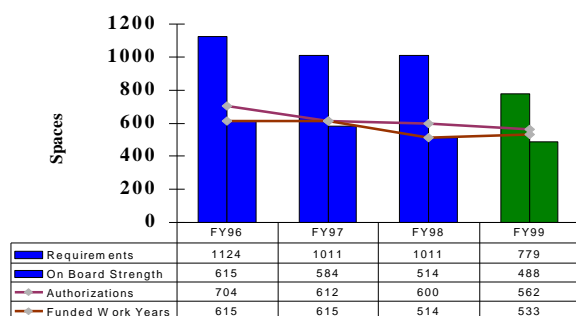


7.2.11



7.2.12

## TDA MANPOWER MANAGEMENT



7.2.13

## CA MILESTONES

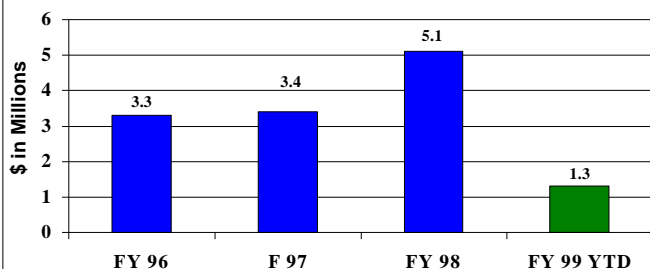
	PWS	MEO	DECISION	IMPLEMENT
1st Study	3Q99	3Q99	2Q00	4Q00
2nd Study	4Q98	4Q99	2Q00	4Q00
3rd Study	3Q99	1Q00	3Q00	1Q01

A significant return on the investment will result from the MEOs as a result of CA studies.

7.2.14

Figure 7.2.15 and 7.2.16 reflect our MWR dollar posture. We have continued to spend money to upgrade and improve services and facilities to attract new customers. The capitol improvements at 7.2.15 include a completely renovated golf course, two new fitness centers, a newly constructed and opened combined golf and community club for dining, meetings, and catering, upgrading of the bowling alley with the addition of a party deck, up grading of cabins and leisure and recreational facilities at Lake Allatoona. A new child care facility and a world class fitness center are two major construction projects on the drawing table beginning FY00. Our significant decrease in NIBD (Figure 7.2.16) beginning in FY98 is attributed to the loss of Fort Buchanan's sales and revenues due to reorganization and our renovation of the installation golf course. We feel we can attract new customers through our capitol investments and local community partnerships.

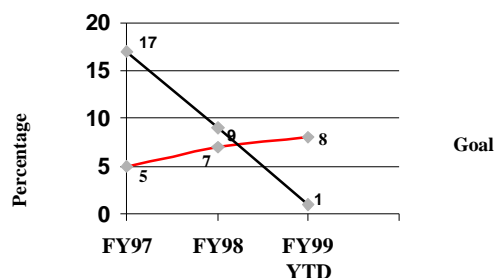
## Capital Improvements in MWR Facilities



FY 99 figures include \$ .6M for the World Class Fitness Program.

7.2.15

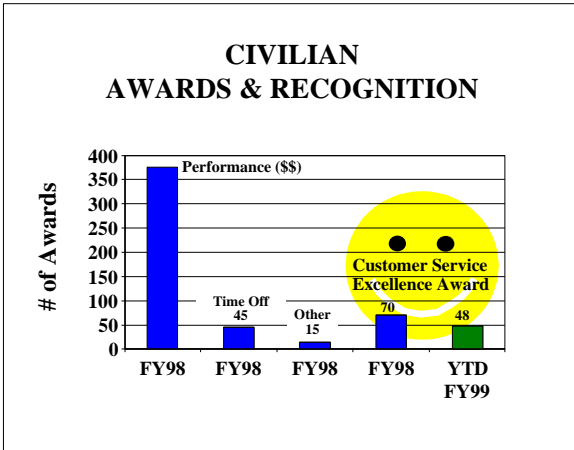
## IMWRF NIBD As A Percentage of Total Revenue



The DA NIBD goal for FY 99 is 8% of gross revenue  
Projected sale revenues from new capital investments project a 9% NIBD for FY00

7.2.16

**7.3 Human Resource Results.** Figures 7.3.1 through 7.3.3 show how we reward our military and civilian personnel. Rewards and recognition are critical to employee morale and motivation. It is our way of saying “thank you for a job well done” and “thank you for being a member of the team.”

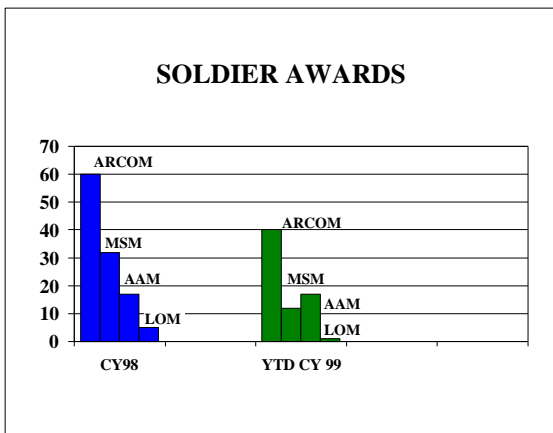


7.3.1

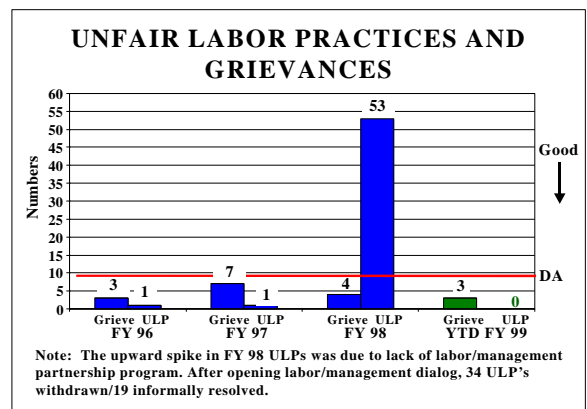
Figures 7.3.4 through 7.3.9 represent our continued focus on core training that impacts our employees’ work safety practices, well-being, and human relations and our leadership’s positive command climate. The success of our training efforts is demonstrated by our low rate of grievances, complaints, union interventions and discrimination measures. Our safety record and worker’s compensation program initiatives are recognized as one of the best by FORSCOM.

<u>TNG</u>	<u>BENEFIT</u>
DA Values	Character Building
CO2	Appreciation of Differences
Collateral Safety	Personal/Work Safety Habits
OSHA	Worker’s Compensation for work related injury/illness

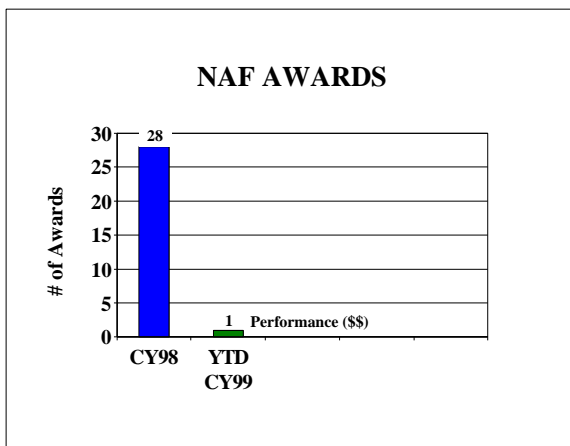
7.3.4



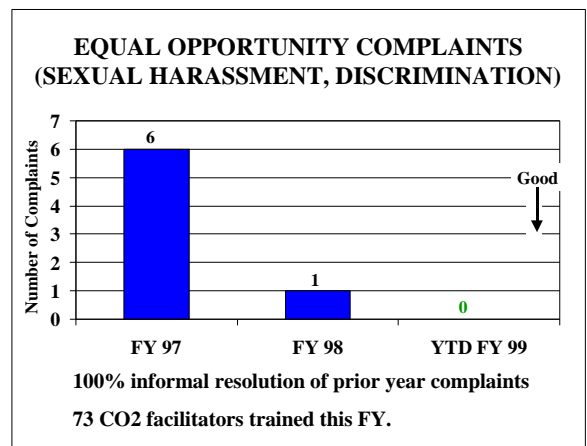
7.3.2



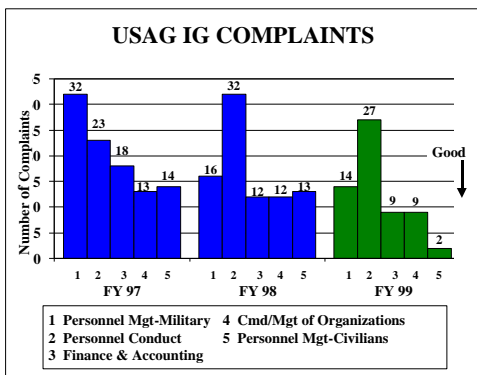
7.3.5



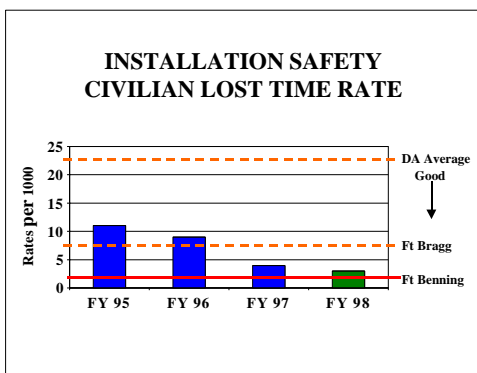
7.3.3



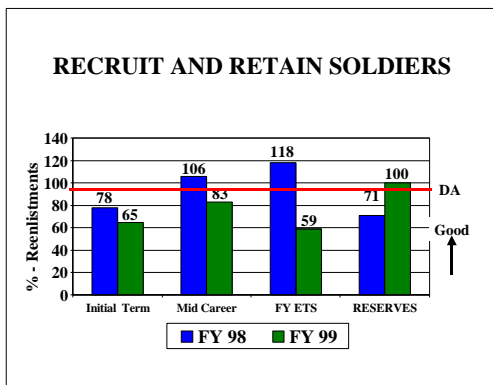
7.3.6



7.3.7

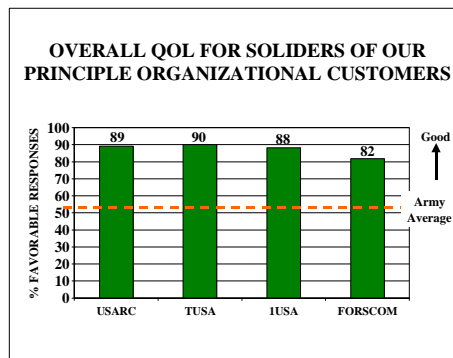


7.3.8

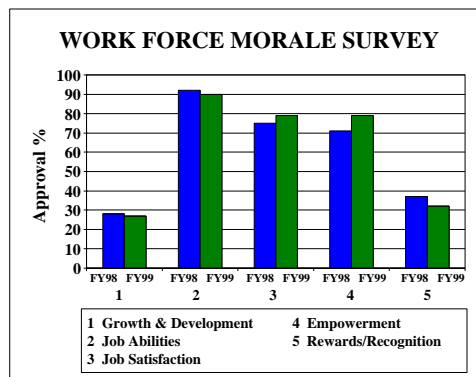


7.3.9

Figure 7.3.10 and 7.3.11 are indicators of a positive command climate. QOL issues are important to “keeping soldiers in boots”.

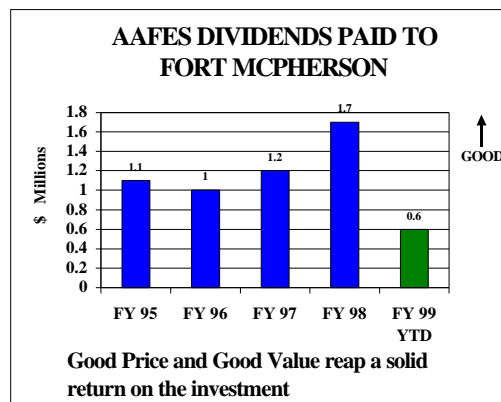


7.3.10

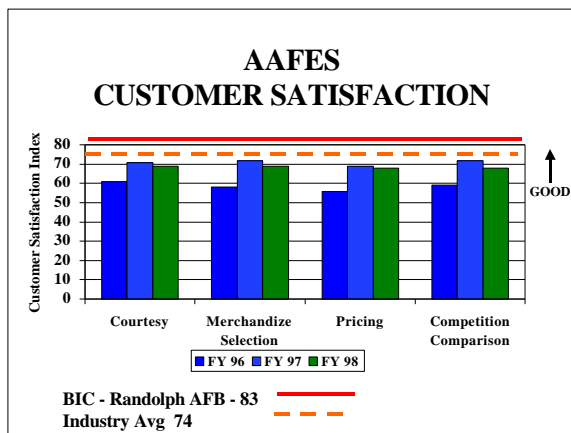


7.3.11

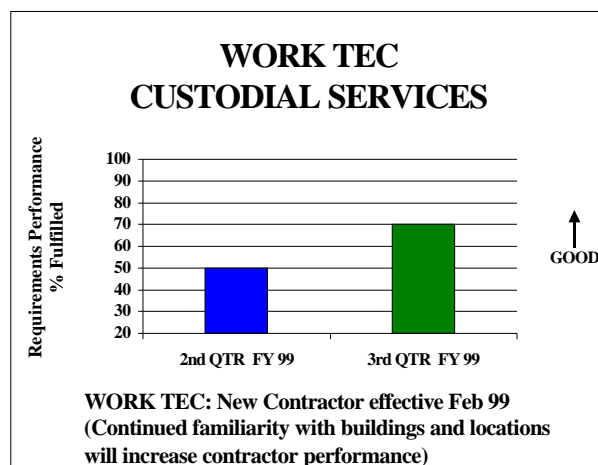
**7.4 Supplier and Partner Results.** Based on 1998 assessment findings, we have begun to capture supplier-partner performance. (0.7). Given the number of contractors, vendors, and suppliers currently holding service and construction contracts, we have identified eight key partners for our 1999 assessment. Due to industry’s highly competitive environment, some of our telephonic requests for comparative data met with negative results. Likewise, within the federal government and DOD organizations, some of our requests for similar information were not met. This may be attributed to ongoing CA studies.



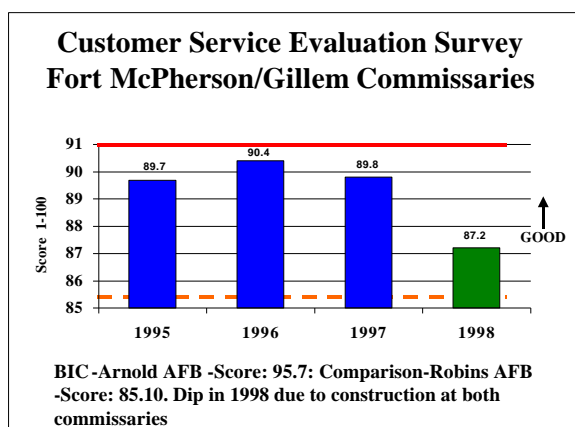
7.4.1



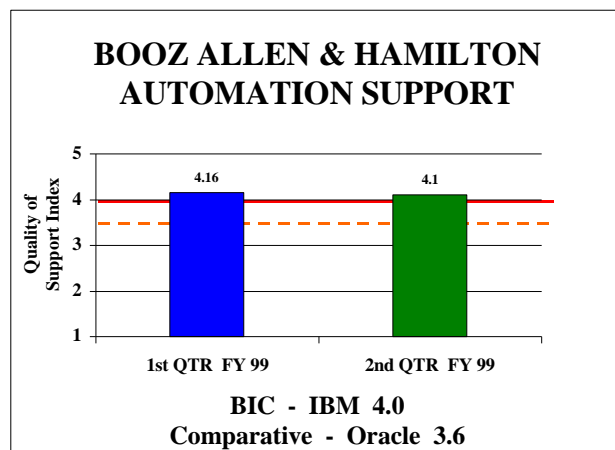
7.4.2



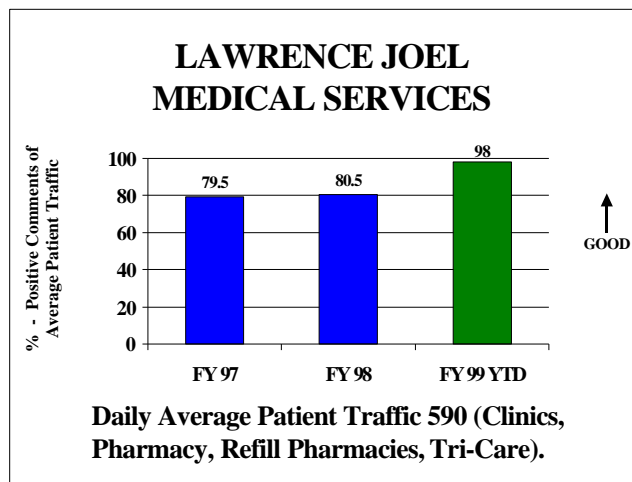
7.4.5



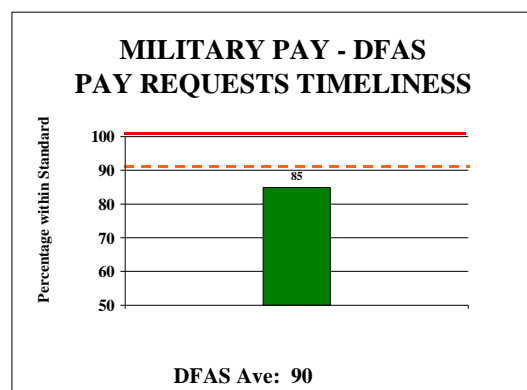
7.4.3



7.4.6

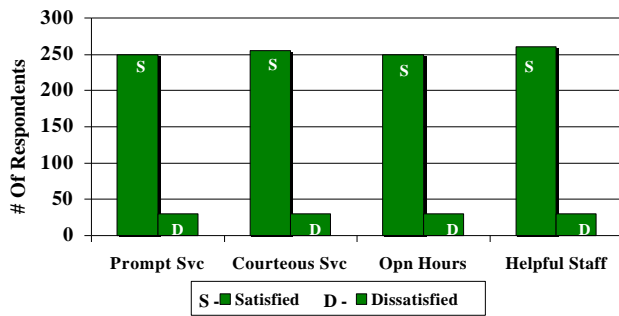


7.4.4



7.4.7

### DFAS CUSTOMER SERVICE



2QFY99 Soldier Survey Results - 1st Time

7.4.8

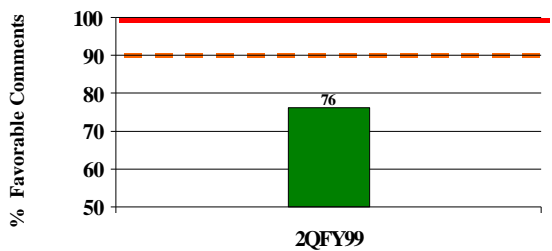
### RED BALL CUSTOMER SATISFACTION FY98 PERFORMANCE



Nov 98 - Jan 99: Performance eroded  
Contract Terminated after many complaints

7.4.11

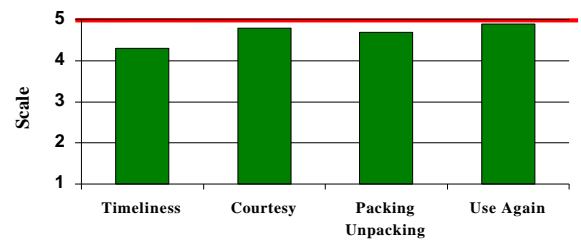
### DFAS CIVILIAN PAY



March 1999 Customer Survey Results -  
1st Time Overall Satisfaction  
- 90 DFAS Average,

7.4.9

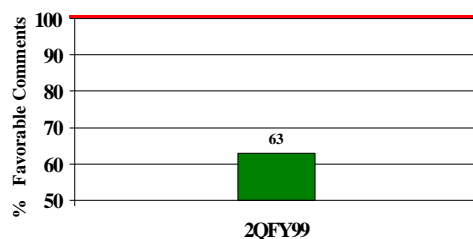
### DANIELS MOVING AND STORAGE



- YTD CY99 (New Carrier Effective mid-March 99)  
- Replaces Red Ball Carriers  
- Performance covers mid-Mar 99 - 30 Jun 99

7.4.12

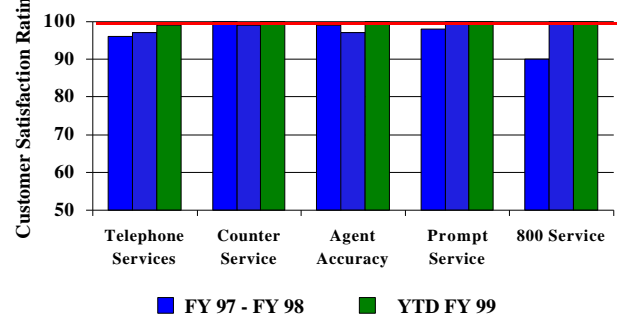
### Department of Labor Worker's Compensation Program



100% - Internal Goal  
Expedient claims processing of work related injuries

7.4.10

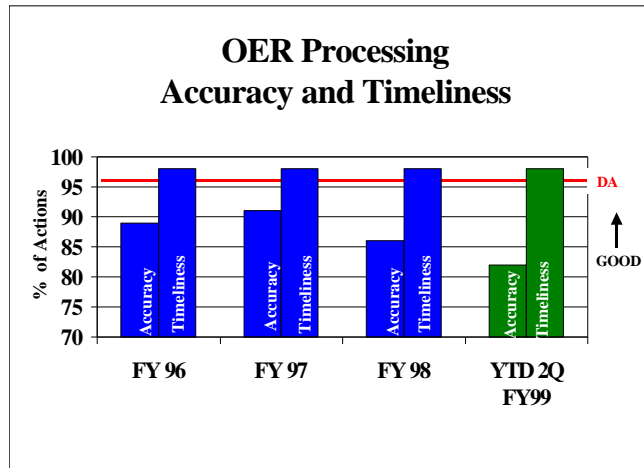
### Carlson Wagonlit Official/Leisure Travel Services



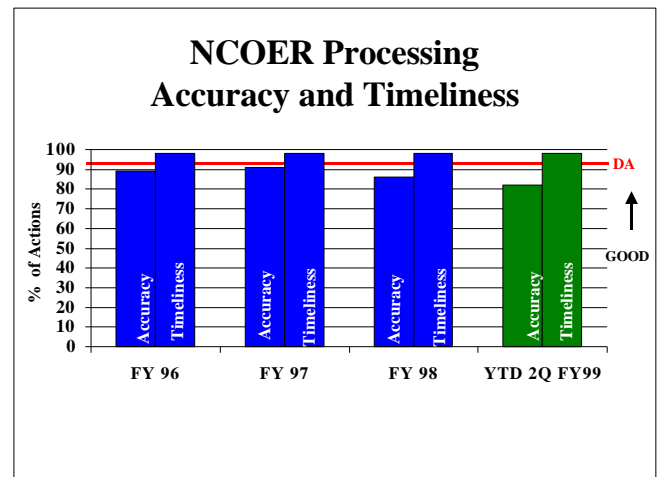
BIC - American Express - Score 100

7.4.13

**7.5 Organizational Results** Figures 7.5.1 through 7.5.3 are indicators of performance by our POSC workforce. Accurate and timely processing of military personnel management transactions, is important to our soldiers' careers and the Army's readiness posture.

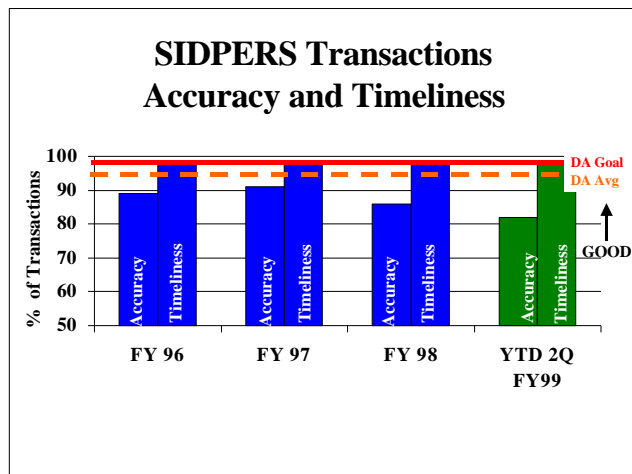


7.5.1

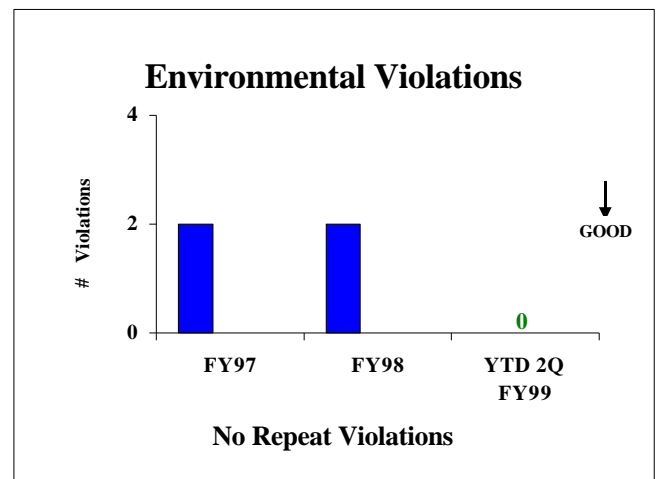


7.5.2

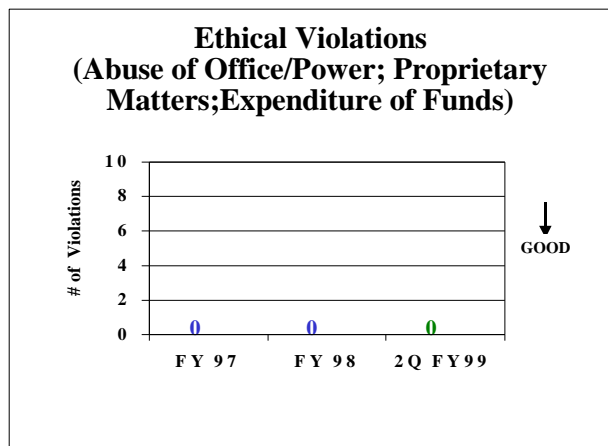
Figures 7.5.4 & 7.5.5 reflect our good stewardship of the environment and taxpayer dollars. These two public responsibilities are held to the highest standards by our SEL.



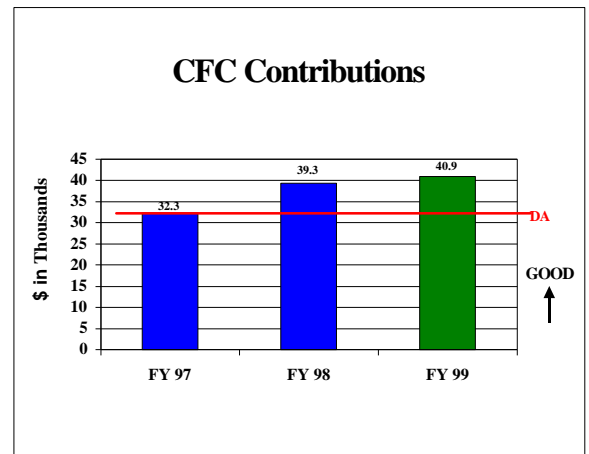
7.5.3



7.5.4

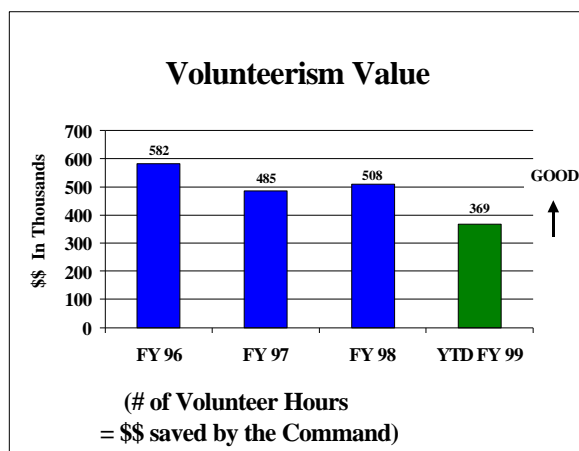


7.5.5

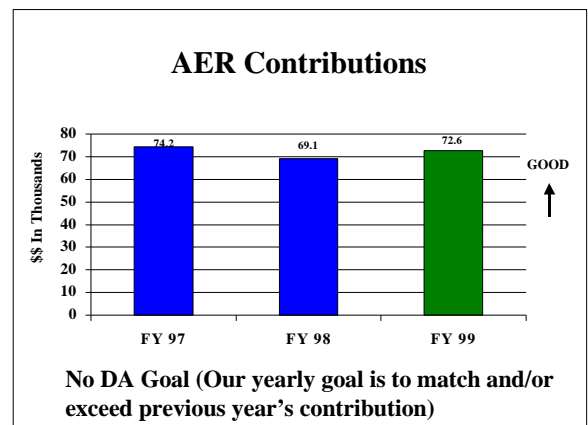


7.5.6

Figures 7.5.6 through 7.5.8 show that our workforce is charitable and that we take care of our own as well as our neighboring communities.



7.5.7



7.5.8

7.5.9 reflects our sound approach to budget execution. We plan what we intend to spend and spend what we have planned.

7.5.9

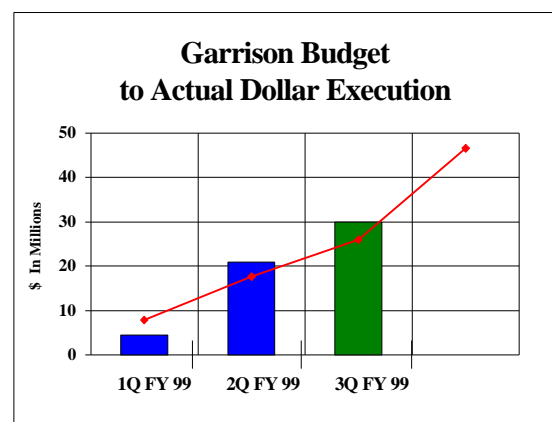
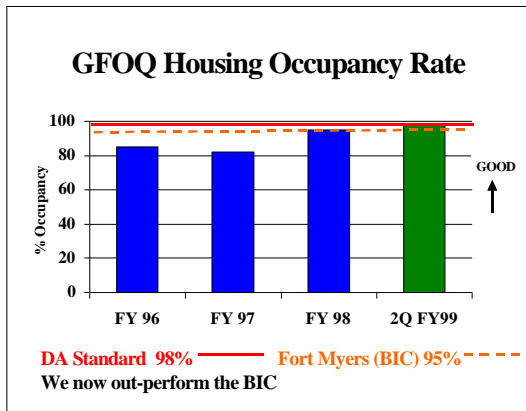
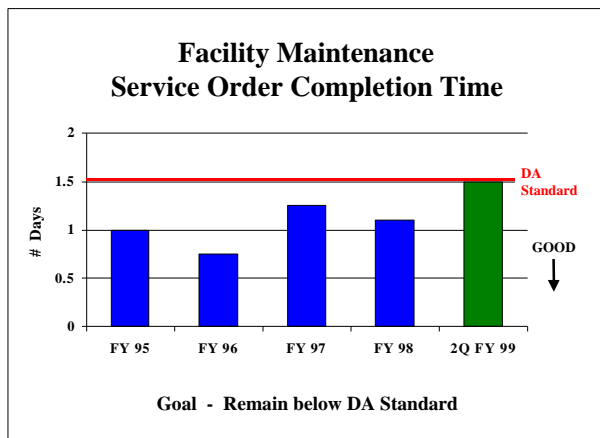


Figure 7.5.10 is a good indicator of our prompt turn-around time for quarters renovation and occupancy readiness.



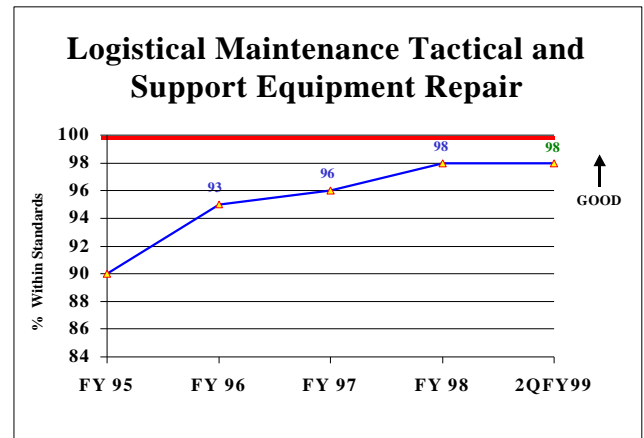
7.5.10

Figures 7.5.11 reflects our response to maintenance calls by building and housing occupants. Initial contact determines the gravity of the problem. Safety and health related hazards are repaired immediately.



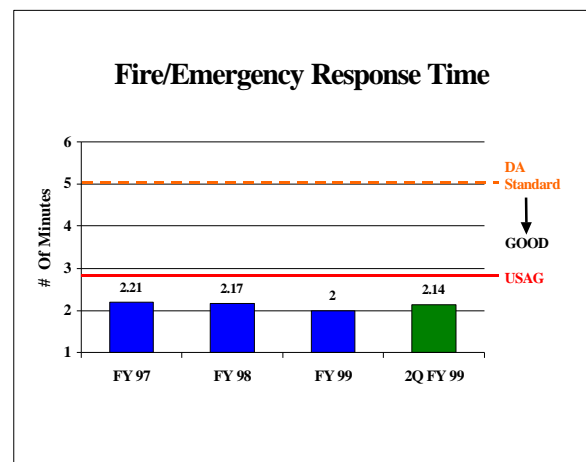
7.5.11

Figure 7.5.12 reflects a favorable performance trend. The prompt repair of tactical and support vehicles and equipment ensures unit readiness.



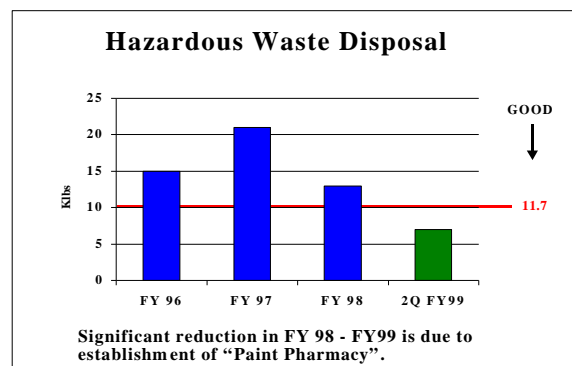
7.5.12

Figure 7.5.13 is an indicator of how well we protect people and property and respond to medical emergencies.



7.5.13

Figures 7.5.14 is a positive indicator of the leadership's commitment to protecting our natural resources.



7.5.14

## **GLOSSARY OF TERMS AND ABBREVIATIONS**

### **- a -**

AACC	Army Atlanta Contracting Center
AAFES	Army and Air Force Exchange Service
AAM	Army Achievement Medal
ABC	Activity Based Costing
ABM	Activity Based Management which includes ABC and SBC
ACM	Army Commendation Medal
ACOE	Army Communities of Excellence
ACS	Army Community Services
AFGE	American Federation of Government Employees
AFTB	Army Family Team Building
AGCM	Army Good Conduct Medal
APIC	Army Performance Improvement Criteria
AR	Army Regulation
ASBPC	Annual Strategic Business Planning Cycle
ASMC	American Society of Military Comptrollers
ASQC	American Society for Quality Control
AUSA	Association of the U.S. Army

### **- b -**

BOD	Board of Directors
BOSS	Better Opportunities for Single Soldiers
BRAC	Base Realignment and Closure Commission

### **- c -**

CA	Commercial Activities
CASC	Community Activities Service Center
CASD	Cost and Accounting Services Division
CCC	Customer Comment Card
CFC	Combined Federal Campaign
CID	Criminal Investigation Division
CIO	Chief Information Officer
CO2	Consideration of Others
COG	Cost of Goods
COR	Contracting Officer's Representative
COS	Chief of Staff
CPAC	Civilian Personnel Advisory Center
CSO	Collateral Safety Officer
CRAM	Commander's Resource Assessment Meeting
CRCP	Civilian Resource Conservation Program
CSM	Command Sergeant Major
CY	Calendar Year

**- d -**

DA	Department of the Army
DCA	Director of Community Activities
dCAS	Databased Commitment Accounting System
DFAS	Defense Finance and Accounting Service
DGC	Deputy Garrison Commander
DIS	Director of Installation Support
DOD	Department of Defense
DOT	Director of Operations and Training
DPO	Director of Personnel Operations
DPS	Director of Public Safety
DRM	Director of Resource Management

**- e -**

EAP	Employee Assistance Program
E-mail	Electronic Mail
EMT	Emergency Medical Technician
EO	Equal Opportunity (military members)
EEO	Equal Employment Opportunity Office (civilian personnel)

**- f -**

FAR	Federal Acquisition Regulations
FEMA	Federal Emergency Management Agency
FECA	Federal Employees Compensation Act
FEB	Federal Executive Board
FORSCOM	U.S. Army Forces Command
FY	Fiscal Year

**- g /i -**

GC	Garrison Commander
GSA	General Services Administration
HR	Human Resources
IG	Inspector General
IMO	Information Management Office
IMPAC	International Merchant Purchase Authorization Card
IMWRF	Installation Morale Welfare Recreation Fund
IPR	In-Process Review
ISSA	Interservice Support Agreement

**- l -**

LAN	Local Area Network
LEA	Law Enforcement Activity

**- m -**

MACOM	Major U. S. Army Command
MEO	Most Efficient Organization
MOI	Memorandum of Instruction
MPD	Military Personnel Division
MSD	Management Services Division
MSM	Meritorious Service Medal
MWR	Morale, Welfare and Recreation

**- n-q-r-**

NAF	Nonappropriated Funds
NGF	National Golf Foundation
NIBD	Net Income Before Depreciation
OPM	Office of Personnel Management
OSA	Organizational Self Assessment
OTSC	Operations and Training Service Center
PAO	Public Affairs Office
PAT	Process Action Team
PBSD	Program Budget Services Division
PIM	Process Improvement Model
POSC	Personnel Operations Service Center
PR&A	Performance Review and Analysis
PSSC	Public Safety Service Center
PT	Physical Training
RCRA	Resource Conservation and Recovery Act
RMSC	Resource Management Service Center

**- S-V -**

SBC	Service Based Costing
SBP	Strategic Business Plan
SEL	Senior Executive Leadership
SJA	Staff Judge Advocate
SOP	Standing Operating Procedure
SSC	Support Service Center
USARC	U.S. Army Reserve Command
UST	Underground Storage Tank
VERA	Voluntary Early Retirement Authority
VSIP	Voluntary Separation Incentive Pay



*Proudly Serving  
Tomorrow's Army.....  
Today*